

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

**CONTRACT NO. EEE-I-00-01-00016-00  
AUGUST 28, 2001 – AUGUST 27, 2006**

**SEMI-ANNUAL REPORT  
March 1, 2006 – August 27, 2006**



**WORLD LEARNING  
*for* INTERNATIONAL  
DEVELOPMENT**

**THE SOCIAL AND ECONOMIC DEVELOPMENT  
DIVISION OF WORLD LEARNING**

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March 1, 2006 – August 27, 2006**

**Submitted to:**

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**September 27, 2006**

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# Executive Summary

## TABLE OF CONTENTS

|  |   |
|--|---|
| <b>EXECUTIVE SUMMARY</b> .....                                 | 2 |
| <b>I. INTRODUCTION</b> .....                                   | 2 |
| <b>II. TASK ORDER STATUS</b> .....                             | 2 |
| A. Awarded: .....  | 2 |
| B. Completed.....  | 3 |
| C. Extended.....   | 3 |
| D. Proposals Pending: .....                                    | 3 |
| E. Task Orders Not Awarded to World Learning:.....             | 3 |
| F. Proposals Not Submitted:.....                               | 3 |
| <b>III. SUCCESS STORIES</b> .....                              | 4 |
| <b>IV. TASK ORDER REPORTS</b> .....                            | 4 |
| A. START/PTP-Europe.....                                       | 5 |
| B. START/Caucasus -Azerbaijan.....                             | 5 |
| C. START/Caucasus -Georgia .....                               | 6 |
| D. START/Egypt I-LDP.....                                      | 6 |
| E. START/Egypt II-EDP.....                                     | 6 |
| F. START/Kenya.....  | 7 |
| G. START/Malawi II .....                                       | 7 |
| H. START/HCD.....  | 7 |
| <b>V. UTILIZATION OF SUBCONTRACTORS</b> .....                  | 8 |
| <b>VI. ADMINISTRATIVE PROBLEMS ENCOUNTERED OR SOLVED</b> ..... | 8 |

## ANNEXES

|                             |                |
|-----------------------------|----------------|
| <b>Task Order Tracking</b>  | <b>Annex A</b> |
| <b>Success Stories</b>      | <b>Annex B</b> |
| <b>Task Order Reporting</b> | <b>Annex C</b> |

## EXECUTIVE SUMMARY

### I. INTRODUCTION

This semi-annual report summarizes the activities of World Learning and its subcontractors under the START Indefinite Quantity Contract (IQC) No. EEE-I-00-01-00016-00. This report covers the periods of March 1, 2006 through August 27, 2006. It is the semi-annual report for this period. The report includes elements indicated in Section F.6 of the prime contract, Reports and Deliverables or Outputs, in sub-sections (c) and (d). It covers these major categories: Task Order Status, Success Stories/Task Order Reports, Administrative Matters, and Administrative Problems Encountered or Solved. Supplemental Annexes are referenced in the text.

### II. TASK ORDER STATUS

#### A. Awarded:

As of this semi-annual report, World Learning has been cumulatively awarded twelve Task Orders under START. A more comprehensive snapshot of World Learning Task Order activity can be found in the September 27, 2006 Task Order Tracking Report (Annex A):

1. **USAID/Washington's Bureau for Europe and Eurasia** - regional Task Order covering Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Kosovo, and Macedonia (requires full-service, in-country presence).
2. **USAID/Caucasus** - covering Georgia and Azerbaijan (requires full-service, in-country presence).
3. **USAID/AFR/SD/ANRE** -- requires coordinating two workshops in East Africa for African agriculturists -- Proposal Writing and HIV/AIDS.
4. **USAID/Kenya** - principally for short-term training, but also some long-term training.
5. **USAID/Malawi II** - long-term and short-term U.S. and third country training.
6. **USAID/ASEAN** -- administrative, training, and travel assistance to ASEAN Secretariat, officials, and members to attend series of training events and workshops.
7. **HCD/Washington** - technical support to HCD in developing materials on HCD best practices for use by Missions and other USAID units.
8. **USAID/Egypt I** - leadership development and in-country and U.S. training in the telecommunications ministry.
9. **USAID/Mali** - U.S. long-term academic training.
10. **USAID/Honduras** -- U.S. short-term training.
11. **USAID/Malawi I** - U.S. long-term academic training.
12. **USAID/Egypt II** -- provide centralized management of Mission funded participant training (requires full-service, in-country presence).

Other **Task Order Activity** as of this reporting period includes:

**B. Completed**

A total of six task orders have been completed to date. START/ASEAN and START/Egypt I were completed on July 30, 2006 and August 31, 2006 respectively. Prior to this reporting period, START/Mali, START AFR/SD/ANRE, START/Honduras, and START/Malawi closed.

**C. Extended**

To date, four task orders have been extended past the START contract end date of August 26, 2006. The START/PTP, START/Egypt I, START/Kenya and START/Malawi II task orders have received a one-year extension. All four are scheduled to end on August 27, 2007. In addition, START/ HCD has been extended to October 25, 2006.

**D. Proposals Pending:**

There are no proposals pending at this time.

**E. Task Orders Not Awarded to World Learning:**

1. **USAID/West Bank/Gaza/HESI**, for long-term U.S. academic training; competitive.
2. **USAID/India**, for technical assistance/training in the economic growth; competitive.
3. **USAID/Benin**, for U.S. based long- and short-term training; competitive.
4. **USAID/Pakistan**, for U.S. academic training, in-country training, and U.S. – Pakistani University partnerships; competitive.
5. **USAID/West Bank/Gaza/PSP**, for long-term U.S. academic training; competitive.
6. **USAID/Zambia**, for the entire Mission participant training portfolio; competitive.
7. **USAID/Honduras**, for U.S. based short-term training (Project Preparation and Proposal; Agriculture/Agribusiness); not competitive; Mission cancelled procurement.
8. **USAID/Honduras**, for U.S. based short-term training for Honduran Educators and Mayors; Tier II Competition; awarded to World Learning; Mission cancelled procurement.
9. **USAID/India II**, for technical assistance support project/training in development component; competitive.
10. **USAID/Nepal**, to arrange for one Nepalese government official to participate in the Summer Peace-building Institute (SPI) at Eastern Mennonite University.

**F. Proposals Not Submitted:**

1. **USAID/El Salvador**, for short-term training and various training support services; competitive.
2. **USAID/Russia**; for training and various training support services; competitive.

3. **USAID/Central Asian Republics**, for U.S., third country, and in-country training; competitive.
4. **USAID/Office of Micro-Enterprise Development**, for short-term U.S. training; non-competitive.
5. **USAID/Iraq**, review of Arabic and Kurdish textbooks; competitive. The RFP was withdrawn from competition by USAID.
6. **USAID/El Salvador II**, for short-term training and various training support services; competitive.
7. **USAID/Sudan**, for training needs and capacity assessment in Southern Sudan; competitive.
8. **USAID/Egypt III**, for monitoring distribution of books to schools and assessment of Egyptian book industry; competitive.
11. **USAID/Egypt (School Team Excellence Awards Program STEAP)**, provide technical assistance to schools and other Egyptian educators on how to achieve educational improvements and excellence using educational standards; competitive.
12. **USAID/ South Africa**, to administer a training seminar for two Department of Education Officials at Harvard University Graduate School of Education.
13. **USAID/Egypt (Preparatory and Secondary National Book Program for Schools)**, to provide school library books to public preparatory and secondary books.

### III. SUCCESS STORIES

Several Success Stories from our PTP-Europe Task Order are included in Annex B.

### IV. TASK ORDER REPORTS

Since each Task Order has its own reporting schedule and submission requirements, World Learning included the most comprehensive and relevant reports for each Task Order generated during the semi-annual reporting period. The attached reports vary from annual, semi-annual, quarterly and special one-time reports. The Task Order reports can be found in Annex C: Task Order Reporting in the following order:

- PTP-Europe Semi-Annual Report (October 1, 2005 – March 31, 2006)
- Caucasus/Azerbaijan Semi-Annual Report (January 1, 2006 – June 30, 2006)
- Caucasus/Georgia Semi-Annual Report (January 1, 2006 – June 30, 2006)
- Egypt I Quarterly Report (January 1, 2006 – March 31, 2006)
- Egypt I Quarterly Report (April 1, 2006 – June 30, 2006)
- Egypt II Quarterly Report (January, 2006 – March 31, 2006)
- Egypt II Quarterly Report (April 1, 2006 – June 30, 2006)
- Kenya Quarterly Report (November 18, 2005 – February 17, 2006)
- Kenya Quarterly Report (February 18, 2006 – May 17, 2006)
- Malawi II Quarterly Report (January 1, 2006 – March 31, 2006)
- Malawi II Quarterly Report (April 1, 2005 – June 30, 2006)

- Leadership in Human Capacity Development Quarterly Report (January 1, 2006 – March 31, 2006)
- Leadership in Human Capacity Development Quarterly Report (April 1, 2006– June 30, 2006)

Sections found in the attached quarterly and semi-annual reports are highlighted below.

#### **A. START/PTP-Europe**

The START/PTP task order reports semi-annually. Highlights of START/PTP semi-annual activities are reported in two sections: Programming Highlights and Field Offices.

The Programming Highlights section reports the total number of participants trained and programs carried out this period. Descriptions of training programs, meetings and conferences attended, training provider outreach, and Washington DC cost-saving measures fall under this category. Examples of needs assessed, training activities designed and results achieved are given.

The Field Offices section is segmented according to each country field office and covers a number of topics of interest. World Learning/PTP country field offices are located in Albania, Bulgaria, Croatia, Kosovo and Macedonia. The topics reported under each field office include success stories, in-country training and third country training activities, media coverage, staffing changes, noteworthy events, small grants, other follow-on activities, and cost-saving measures. Site visit reports and article related to the activities are attached as appendices.

#### **B. START/Caucasus -Azerbaijan**

The START/Caucasus-Azerbaijan task order reports quarterly, semi-annually, and annually. The attached START/Caucasus -Azerbaijan semi-annual report begins with a general statement describing the task order activity and an overview of task order accomplishments broken down into the following subcategories: TraiNet Data, Quarterly Summary of Program Evaluations; addressing Strategic Objectives and implemented training programs.

Other major report categories include: Semi-annual Fee-For-Service Activities, Semi-annual Progress on Performance Monitoring Plan, Semi-annual Review of Local Training Provider Strengthening, Semi-annual Review of Gender Development Progress, Semi-annual Utilization of MSIs and HBCUs, Semi-annual Administrative Overview, Semi-annual financial report. Listed under the Semi-annual Administrative Overview section are: Country Office Personnel Approvals, Cost Containment, Taxation/Legal Issues, In-kind contributions by Azerbaijan Government, and Reports and Deliverables.

Four attached supporting documents are comprised of: Semi-annual Training and Financial Expenditures Report, Training Implementation Timetable, a Fee-For-Service Matrix, a list of Participants Trained between 2002 and 2006.

### **C. START/Caucasus -Georgia**

The START/Caucasus-Georgia task order reports both quarterly, semi-annually, and annually. Topics under the START/Caucasus-Georgia semi-annual report consist of the following: an introductory statement, semi-annual overview of START/Caucasus-Georgia programs, Semi-annual update on implemented and active programs of 2006, snapshot success stories illustrated in boxes, Semi-annual update on follow-on financing activity, Semi-annual Update of Fee-For-Service Activity, Semi-annual Administrative Overview, Update on TraiNet Data Collection for USAID Partners, Semi-annual Review on Progress Against Performance Monitoring Plan, Semi-annual Review on Local Training Provider Strengthening, and Semi-annual Review of Progress on Gender Development, Semi-annual Review of Utilization of MSI/HBCUs.

The semi-annual report is accompanied by six attachments consisting of: a TraiNet Generated Semi-annual Update of START/Caucasus-Georgia programs, a Matrix of Semi-annual Fee-for-Service Activity, a Quarterly Financial Report, the Current Status of TraiNet Partners, a Performance Monitoring Plan, and a Monthly report for July 2006.

### **D. START/Egypt I-LDP**

The START/Egypt-LDP task order reports quarterly. The START/Egypt-LDP quarterly reports are organized by the following major titles: Summary, Activities, Concerns/Constraints-regarding programmatic and administrative issues, and Recommended Actions. Subheadings include: Expected Results, Program Highlights, Scheduled Activities for Next Quarter, and Administrative and Programmatic Issues.

The attachments for the quarterly report (January-March 2006) include a listing of attendees at the Strategic Plan for Telecom Egypt workshop, the Supervisors' Seminar, Targeted Selection Meeting and Train the Trainers workshop. For the quarterly report (April-June 2006), attachments include a summary of LDP III Feedback session, a listing of: LDP III Internship Issues/Problems, Communicative English Proficiency Assessment Examination attendees and test scores, LDP IV Selected Participants, and a LDP Refresher I & II attendees.

### **E. START/Egypt II-EDP**

The START/Egypt-EDP task order reports both quarterly and annually. START/EGYPT activities listed in the attached quarterly reports are divided into three sections: 1.) Narrative Summary, 2.) Summary of Training Inputs and Outputs, and 3.) Training Budget by Activity.

The first section begins with a table summarizing the total number of U.S., Third Country, and In-Country participants; the total number of planned programs in the U.S. and Third Country; and the total number of in-country ad hoc requests. Training achievements according to each strategic objective are listed.

The subsequent section lists training inputs and outputs. The data is organized to measure the percentage of objectives achieved when compared to original targets. Categories include progress by training plan, progress by training programs, progress by participants, and progress by gender.

The last section provides of a glimpse of the budget, amount obligated and the balance of funds available for each USAID approved activity. Training plans, activity commitments to date, and participant data are also annexed.

## **F. START/Kenya**

The START/Kenya task order reports quarterly. The START/Kenya quarterly reports are organized by the following major titles: Summary, Activities, Concerns/Constraints, and Recommended Actions. The Activities section includes program highlights, which summarize student and program achievements, and includes summaries of participants' progress in academic and short-term training programs. The Concerns/Constraints section consists of administrative and participant issues.

Attached are program evaluations and a summary of participant activity.

## **G. START/Malawi II**

The START/Malawi task order reports quarterly. The START/Malawi quarterly reports contain the following main headings: Summary, Activities, Concerns/Constraints, and Recommended Actions. The Activities section is divided according to strategic objectives.

Under the Education Strategic Objective, the reports highlight academic progress for June 2006 cohort graduates, June 2007 and December 2008 cohort participants. Courses completed and grades received are reported for each participant. Under the Health Strategic Objective, the reports highlight academic progress of the three participants completing a master's degree in Community Health and Development at the Tropical Institute of Community Health and Development in Kenya. All of the participants are progressing well in their respective programs.

Attached are program evaluations and a summary of participant activity.

## **H. START/HCD**

The START/HCD task order reports quarterly. During the quarter of April to June 2006, World Learning provided logistical support for the LAC Regional Education and Training Workshop that took place in May in Miami, Florida. World Learning's support consisted primarily of procuring supplies, and arranging for electronic and media equipment needed for the various presentations, and also included on-site technical support provided by our START subcontractor, Development InfoStructure.

## **V. UTILIZATION OF SUBCONTRACTORS**

World Learning's use of subcontractors for the twelve task orders averages 33 percent of the total START awarded Task Order amounts. Percentages of individual task order awards subcontracted range from a low of 1% to a high of 97%. For three task orders World Learning has subcontracted an average of 97% of the activity taking full advantage of our START partners' technical and geographical areas of expertise. World Learning has engaged all five subcontractors in one or more task orders.

## **VI. ADMINISTRATIVE PROBLEMS ENCOUNTERED OR SOLVED**

World Learning has not encountered any administrative problems at this time.

Annex A  
Task Order Tracking

**WORLD LEARNING START TASK ORDER TRACKING REPORT**

EEE-I-00-01-00016-00

August 28, 2001 - August 27, 2006

Updated: September 27, 2006

| Reference                                      | Mission/Bureau<br>SO Teams | Project/Sector/Services   | Procurement Documents | Status | Effective<br>Date | Completion<br>Date | Ceiling<br>Amount | Obligated<br>Amount |
|--|----------------------------|---|-----------------------|--------|-------------------|--------------------|-------------------|---------------------|
| Leadership in<br>Human Capacity<br>Development | EGAT/HCD                   | Assist USAID in: a) developing approaches to support broader performance improvement strategies for key partner institutions; b) developing rapid response HCD options for post conflict and crisis countries; c) providing core training services; and d) developing and pilot testing a Center of Excellence HIV/AIDS replacement training model. | EEE-I-03-01-00016-00  | OPEN   | 27-Sep-2002       | 25-Oct-2006        | \$366,766         | \$187,000           |
| Kenya  | Kenya                      | Assist the Mission in implementing short- and long-term training and associated interventions, targeting the agriculture sector.  | EEE-I-802-01-00016-00 | OPEN   | 17-Aug-2002       | 27-Aug-2007        | \$576,239         | \$533,015           |
| Caucasus                                       | Caucasus                   | Open field offices in Georgia and Azerbaijan to assist the Mission in designing and implementing short- and longer-term academic training, post-training support, and institutional human resource assessments and analyses. Offer in-country, third-country, and U.S.-based participant training services.   | EEE-I-800-01-00016-00 | OPEN   | 15-Jan-2002       | 26-Aug-2007        | \$19,100,000      | \$18,400,000        |

|           |         |  |                       |        |             |             |                                |                               |
|-----------|---------|--|-----------------------|--------|-------------|-------------|--------------------------------|-------------------------------|
| Egypt-LDP | Egypt   | Assist the Mission in establishing a high-quality, sustainable Leadership Development Program (LDP) center at Telecom Egypt with the capacity to train 25 future leaders annually. The LDP will develop leaders so that they can lead change, develop other people, and implement new processes to transform the organization and meet its business goals.   | EEE-I-805-01-00016-00 | OPEN   | 1-Jan-2003  | 26-Aug-2007 | \$5,994,711                    | \$5,994,711                   |
| Malawi II | Malawi  | Assist the Mission -- through long- and short-term US and third-country training -- in implementing its training/capacity development program to effectively and efficiently support the achievement of its current and proposed strategic objectives. The SOs that will be supported by the TO are :<br>a) Sustainable Economic Growth;<br>b) Democracy and Governance; c) Health Nutrition and Population; and d) Education. | EEE-I-807-01-00016-00 | OPEN   | 1-Dec-2003  | 27-Aug-2007 | \$2,139,748                    | \$1,547,700                   |
| PTP       | ENI/CEE | Support USAID's goal of "Building Human Capacity through Education and Training" by offering in-country, third-country, and U.S.-based training services to individuals and groups. Training services range from training needs assessment and planning to post-training follow-up and record-keeping. Open field offices in Albania, Bosnia, Bulgaria, Croatia, Kosovo, and Macedonia to facilitate training services.        | EEE-I-01-01-00016-00  | OPEN   | 28-Sep-2001 | 27-Aug-2007 | \$44,555,819                   | \$42,823,276                  |
| Egypt-EDP | Egypt   | Provide participant training required by establish contracts, as organized by the soon-to-be-obsolete centralized management of Mission-funded participant training.   | EEE-I-810-01-00016-00 | CLOSED | 26-Jul-2004 | 31-Aug-2006 | \$22,486,704<br>EGP 20,000,000 | \$7,343,943<br>EGP 16,500,000 |

|                        |             |   |                       |        |             |             |                     |                     |
|------------------------|-------------|---|-----------------------|--------|-------------|-------------|---------------------|---------------------|
| ASEAN                  | ANE         | Provide and coordinate telecommunication and environmental education training for the ASEAN Secretariat; and provide administrative and travel assistance support for the ASEAN officials and members for training in collaboration with the US-ASEAN Business Council's Center for Technology Cooperation. | EEE-I-06-01-00016-00  | CLOSED | 30-Sep-2003 | 31-Jul-2006 | \$353,820           | \$353,820           |
| Mali                   | Mali        | Support USAID/Mali with placement and monitoring of Malian participants in US Master's degree program in Nutrition to help increase programming and management capacity in nutrition promotion in Mali.   | EEE-I-804-01-00016-00 | CLOSED | 20-Dec-2002 | 30-Sep-2005 | \$511,819           | \$511,819           |
| Africa Agriculture     | AFR/SD/ANRE | Conduct needs assessment and design short- and long-term training programs for African agriculturists in Uganda, Malawi, and Ghana.   | EEE-I-02-01-00016-00  | CLOSED | 15-Apr-2002 | 30-Sep-2005 | \$652,337           | \$652,337           |
| Honduras I             | Honduras    | Assist USAID/Honduras in planning and implementing short-term participant training programs in the U.S.   | EEE-I-801-01-00016-00 | CLOSED | 1-May-2002  | 31-Jan-2003 | \$71,318            | \$71,318            |
| Malawi                 | Malawi      | Assist USAID/Malawi in implementing its training/capacity development program -- through U.S., third-country, and in-country participant training programs -- to effectively and efficiently support the achievement of its Education strategic objective.  | EEE-I-803-01-00016-00 | CLOSED | 27-Sep-2002 | 30-Nov-2003 | \$341,000           | \$307,504           |
| <b>GRAND TOTAL USD</b> |             |   |                       |        |             |             | <b>\$97,150,281</b> | <b>\$78,726,443</b> |

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Annex B  
Success Stories

## APPENDIX B: START SUCCESS STORIES

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The following success stories were selected from START/PTP task order reports.

### **PTP – Bulgaria**

#### **First Use of New Credit Tool Helping the Municipality of Stara Zagora, Bulgaria Re-establish Traditional Attractions**

##### **Participant Data:**

**Name of Group:** Municipal Bonds Issues in Romania

**Date and Location of Intervention:** 7 - 14 May 2005

**Name of Intervention Provider:** VMB Partners, Romania

##### **Summary**

A training program in Romania to study the mechanism of issuing municipal bonds has yielded immediate results. One of the municipalities represented – Stara Zagora – has issued 5,000 municipal bonds, at a face value of €2.5 million, and will use the capital to finance, among other things, the opera house and the museum. Another municipality, Plovdiv, is also planning bond issue.

##### **Context and Description of Training Intervention**

One of the components of the USAID Local Government Initiative supports the development of the municipal credit market. A series of activities have been undertaken, such as the development of the Municipal Debt Act. This Act, which sets forth a comprehensive legal framework for municipal borrowing, passed in Parliament in early April for application in 2005. With the adoption of the Municipal Debt Act, and with improvements in the national macroeconomic situation and the financial sector, debt issuance by municipalities is expected to increase. Previous PTP study tours helped convince policy makers of the need for this legislation and helped arm the legislative drafters with appropriate technical details. This new regulatory environment is helpful to municipalities, and is also a positive step towards protecting lender rights and preventing wrongful borrowing.

The broad goal of the study tour in Romania (“Municipal Bonds Issues in Romania”) was to help carefully selected decision makers and practitioners related to Bulgarian municipal bond markets develop concrete ideas about utilizing the municipal bonds mechanism in Bulgaria.

The program was conducted in 3 Romanian provinces, starting in Bucharest with an overview of the municipal debt market, and visits to the Ministry of Finance and the

FALR (the Romanian counterpart of the Bulgarian National Association of Municipalities). The Romanian Stock Exchange (BVB) was also involved in the program (although the Romanian Securities and Exchange Commission representative was not able to participate as initially agreed). Meetings with investment funds and investment companies also took place in Bucharest, after which the participants were taken to Alba Ulia to study the examples of Municipal Bond issuing at the local level. The group also met with the Mayor of Alba Ulia and the Mayor of Predeal. On the last day, the group finalized Action Plans.

Some of the specific training topics included: market principles regarding managing municipal resources and building municipal creditworthiness; regulatory framework for the establishment and operation of specialized financial intermediaries; regulatory framework related to insurance of debt obligations and municipal insolvency; and guarantee facilities for the municipal sector. (Private guarantees or insurance of municipal debt has been widely utilized in EU countries to reduce creditors' risk and enhance municipal debt's creditworthiness).

### **Outcome of Training Intervention**

Within two weeks after the completion of the study tour, one of the Municipalities represented, Stara Zagora, issued five thousand municipal bonds. The capital raised from this operation will be used to finance the rebuilding of the city opera palace and the regional historical museum, as well as for some infrastructure projects (mainly building and maintaining some of the city roads). Reconstructing the two historical monuments (combined with a better local infrastructure) will help the city regain its traditional attractiveness and its historical role as one of the leading cultural areas in Bulgaria.

Bonds are instruments for raising capital. They are preferred by central and local government institutions, since they provide fast capital funding and the principal (the face value) is paid to the owner only at the end of the maturity period, only the coupon rate (interest) being repaid to the owners of the bonds at certain periods during each year. In this way, a Municipality can finance large projects without having large expenditures during the entire maturity period and then, assuming that it will be developing as a more attractive area during the period and having succeeded in collecting enough funds from taxes and other income, will be able to repay the principal.

The bonds were issued at a face value of 1000 BGN each over a 10-year maturity period. The total value of the 5 million BGN (2.5 million Euro) of the emission makes it the largest emission of municipal bonds issued in Bulgaria over the longest maturity period of this kind of municipal credit instruments in the country. The underwriting intermediary bank of the emission, HVB Biochim, was represented in the group.

Three months after the initial steps the Bulgarian Stock Exchange had signed the contract for including the emission on the Secondary Stock Market and all the bonds were sold. In November the Municipality of Stara Zagora paid the first of the two coupons to the owners of the bonds. It is expected that other Municipalities in Bulgaria, including

Plovdiv, also represented in the study tour, will soon use municipal bonds instead of the usual municipal loans to finance longer-term projects. The Municipality of Plovdiv has already taken the decision to finance an infrastructure project by indebting the Municipality for 25 million Euros, and this debt will be composed of a mixture of direct long-term loan and/or Municipal Bonds issued by the Municipality.

The PTP study tour played an important role in Stara Zagora's steps. First, the success observed in Romania gave the participants (in their own words) the courage to develop this product (municipal bonds) and provided the reasons for using this instrument instead of municipal loans. Second, it helped the participants from both the financial/banking sector and local government overcome the fear of using long-term maturity municipal bonds based on the success of Romanian municipalities. Third, the timing of the program gave the representatives from Stara Zagora the opportunity to work together with the municipal bonds underwriting intermediary bank of the emission to finalize the operation before June 1, 2005, when the application of the new Municipal Debt Act would have led to sluggish procedures in issuing municipal bonds, in which case they wouldn't have been able to use this mechanism in time to finance their projected activities.

### **Bulgarian Participants Advance Mediation as Alternative to Court and Establish Association**

#### **Participant Data:**

**Name of Group:** Implementation of the New Mediation Act

**Date and Location of Intervention:** 25 April – 1 May 2005, Netherlands

**Name of Intervention Provider:** The Netherlands Court Connected Mediation Agency

#### **Summary**

A work group, that included 3 representatives from the Ministry of Justice, went to the Netherlands to observe the rules, regulations and systems related to establishing a mediation system as an alternative to the traditional court procedure. Since their return home they have been instrumental in the formation of a National Association of Mediators, and many of them are on the Board of Directors. The Ministry is now accepting applications from organizations that will provide training and issue certification for mediators, according to the criteria observed in the Netherlands.

#### **Context and Description of Training Intervention**

Pursuant to the Mediation Act, by the second quarter of 2005, the Ministry of Justice was charged with adopting educational standards for mediators, procedural and ethical rules for mediators, and a unified register of mediators.

In broad terms, the PTP training program "Implementation of the New Mediation Act" was meant to help the Ministry of Justice working group complete a detailed proposal for rules, regulations and systems related to establishing a mediation system. The overall

goal was for the participants to learn about aspects of the system in the Netherlands, with a focus on: the structure of the system; education, certification and ethics for mediators; register of mediators and regulation/supervision of the system. The main topics in the discussions included: the main bodies responsible for the operation of the mediation system; steps in the process of court-referred mediation, from the moment a judge makes the referral to the moment the procedure is completed; organ(s) responsible for training and certifying mediators; a typical training/certification program (curriculum); trainers and how they become certified/licensed as trainers; fees for mediator training; fees for mediation services; ethical standards; and mediation register(s) organization and maintenance.

The program was conducted mainly in the town of Arnhem, with visits in The Hague and Rotterdam. The part of the program in Arnhem included an overview of court-referred mediation in the Netherlands, discussions with mediators and experts in the system, and a visit to a first instance court. The meetings in The Hague helped the participants understand the Dutch governmental policy on court-referred mediation through meetings with a project leader of the ADR department at the Dutch Ministry of Justice. The same day the group was also introduced to the position and role of Supreme Court in the Netherlands legal system and the role of the Council for the judiciary in supporting court referred mediation. Another day was spent at Rotterdam, to visit and learn about the National Mediation Institute (NMI) of the Netherlands. The group met with the director of NMI, Mr. Paul Walters, to discuss organization, activities, fund raising, and Professor Jagtenberg from the NMI added the perspective on (court-referred) mediation and the legal system in different European countries. The final day was spent in Arnhem for discussions with a couple of attorney/mediators, meeting with the director of the Arnhem Legal Aid Bureau Lubbers.

### **Outcome of Training Intervention**

The timing of this study tour was selected to precede the official approval of 1) the Rules and Requirements for inclusion in the Unified Register of the Mediators, 2) Procedures and Ethical Rules of Conduct for Mediators and the 3) Training standards for mediators. Most of the working group members, including three representatives from the Ministry of Justice, took part in the study tour. It turned out to be exactly what the participants needed in order to finalize the above-mentioned documents. On June 17, less than 2 months after the PTP study tour, the Minister of Justice approved as 3 separate orders the respective documents developed by the working group. The draft texts of the 3 orders were developed prior to the training program on the basis of paragraph 1 of the Mediation Act that had already been enacted by Parliament and the experience, knowledge and skills acquired during the one week study tour enabled the group to finalize and refine the texts and in addition gave them confidence to support their vision.

Subsequently, a National Association of Mediators was formed, with the Ministry of Justice represented in the Board of Directors. Most of the participants in the study tour are on the Board of Directors and all of them have become the founders of the Association. The members of the National Association of Mediators will seek further

support by the Government in order to become fully institutionalized and thus become eligible for funding from the State Budget. During an international forum held in Barcelona last year, our partners from the USAID/Attorney Professional Development Initiative (APDI), implemented by ABA/CEELI, presented Bulgaria's achievements and according to them the audience was very impressed by the legislative changes in Bulgaria. Participants in the event considered that in certain areas Bulgaria was ahead of some European Union member states in terms of harmonizing legislation with EU directives.

As of February 1, 2006 the Bulgarian Ministry of Justice has been accepting applications for inclusion in the Unified Register of Mediators and since the end of 2005 the Ministry has been accepting documents from organizations that would like to provide training for Mediators. The organizations that provide training for mediators will issue certificates that the require minimum number of hours (60) of training have been met by the respective mediator, a criterion that the participants agreed upon based on their direct observation in the Netherlands, where the system has the same requirement. The group also continues to be in touch with some of the lecturers from the Netherlands and mainly with Mr. P. Walters, the director of the Netherlands Mediation Institute.

In March 2006 the orders about the rules and requirements for inclusion in the Unified Register of Mediators, the Procedures and Ethical rules and the Training standards approved by the Minister of Justice are expected to become by-laws of the Mediation Act. In addition, changes in the Civil Procedure Code for faster case processing by the courts are being developed and one of the participants in the program (and a former trainee in a US based study tour on Court Administration), Mr. Stanislav Georgiev, is an active member of the task force.

Meanwhile, USAID support for mediation continues in Bulgaria, and an upcoming PTP study tour in the US will support the development of several commercial mediation centers.

### **PTP – Croatia**

#### **Croatian City of Buzet is Implementing a Municipal Program Observed in Oregon**

##### **Participant Data:**

**Name of Group:** City Twinning II Buzet, Labin and Pazin (Inner Istria) / Northeast Oregon State

**Date and Location of Intervention:** February 25 – March 5, 2005, La Grande and Pendelton, OR

**Name of Intervention Provider:** ICMA International, 777 N. Capitol Street, NE Suite 500 Washington, DC 20002, tel: (202) 962 3692, fax: (202) 962 3681, contact person: Daniela Kissova

## **Summary**

While taking part in a city twinning exchange in Oregon, city leaders learned about the practice of using municipal firefighters not only for firefighting but also as providers of emergency first aid at disaster locations before the arrival of medical teams. Until now this practice – routine in many American towns and cities – was unknown in Croatia. However this procedure will now become common in the city of Buzet, which recently purchased new equipment that will allow fire teams to provide emergency aid, and will almost certainly be followed in other cities in the country.

## **Context and Description of Training Intervention**

The cities of Buzet, Labin and Pazin have been part of the LGRP City Twinning Program since October 2004. In this time, the cities have established a working relationship with the cities of La Grande and Pendleton and the Northeast Oregon Economic Development Agency, in the US. As a result of this relationship, local officials of Buzet have implemented a municipal emergency services strategy that they observed in Oregon. While taking part in a Local Government Reform Project Twinning exchange in Oregon in March 2005, organized by World Learning, members of the Buzet delegation learned about the practice of using municipal firefighters not only for firefighting but also as first responders in medical emergencies (providing first aid to accident victims). Oregon firemen are specially trained in providing first aid services and their vehicles have equipment that allows them to render emergency aid at disaster locations and provide help before the arrival of medical teams. This practice has been applied in thousands of American towns and cities and although it is considered a routine and rational use of human resources and emergency capabilities, it is novel in Croatia. This city twinning activity has resulted in the implementation of practices that will improve the use of emergency personnel, will improve the response time for emergencies and will be a model for other cities throughout the country.

## **Outcome of Training Intervention**

As an outcome of the visit to the United States, Buzet's economic development action plan now mentions a keen interest in exchanging information about US and Croatian firefighting functions, organization, and training. The City of Buzet recently purchased new equipment that will allow fire teams to provide emergency first aid at disaster locations and provide help before the arrival of medical teams. This is the first Croatian example of adopting the US model of using fire departments to collaborate with medical institutions to respond to emergency situations. By implementing this model, Buzet has achieved better management of its financial and human resources and has increased a capacity of local emergency units ultimately leading to the fast reaction that is so necessary for saving human lives.

## **What Next?**

Until the end of FY06 USAID will continue with the City Twinning program linking local government officials from the US with their Croatian counterparts. As part of this exchange, Croatian local governments will continue to observe public administration practices in the US and have the benefit of American administrators visiting Croatia to provide direct technical assistance. These twinning exchanges are developing into long-term relationships that will be sustained after USAID's presence in Croatia. In some cases, the exchanges have evolved to include shared strategies for economic development, expanding the tourist season, introducing convention hosting, adopting new accounting systems for financial management, developing asset management strategies that increase revenues to local government budgets and other modern methods for public administration.

## **Testimony**

When asked about his impressions on the usefulness of the training program that he attended, Mr. Radovan Nezic Head of City Government Offices from Buzet said: "the example that we have seen in Pendelton was extremely useful and practical for the firemen and the community in Buzet, although we could not implement it entirely due to the differences in legal framework".

## **PTP- Kosovo**

### **University of Pristina's Pilot Clinical Law Program Gets a Boost**

#### **Participant Data:**

1. Mr. Ejup Sahiti, Professor
2. Mr. Abdullah Aliu, Professor of Civil Law & Family
3. Mr. Rexhep Murati, Lecturer of Penal Procedures Rights
4. Mr. Nexhmi Rexhepi, Teaching assistant
5. Mr. Haxhi Gashi, Assistant Professor

**Name of Group:** Clinical Law Program Development

**Date and Location of Intervention:** May 22-29, 2005 Chicago

**Name of Intervention Provider:** IIT-Kent College of Law

#### **Summary**

A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. After returning from their training program, the faculty worked with the Dean of the Law Faculty to improve the University's existing pilot clinical law program. They are looking for ways to bring practicing lawyers into the program and to expand the existing program to include other

areas such as tax law and immigration law. Additionally, this year 40 graduate students will begin their study in this pilot clinical law program.

### **Context and Description of Training Intervention:**

A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. Clinical law programs provide future lawyers and judges with hands-on practice in the courtroom, and thus make for better prepared and more professional university graduates. After returning from their training program, participants worked together with the Dean of the Law Faculty at the University of Pristina to improve the University's existing pilot clinical law program.

### **Outcome of Training Intervention:**

Mr. Rexhep Murati, a criminal law Professor at the University of Pristina, says that the training program helped the law faculty better understand how to design appropriate curriculum for a clinical law program. The faculty is now looking for ways to bring practicing lawyers into the clinical law program and for possibilities to expand the existing pilot program to include other areas (tax law, immigration law, etc).

Beginning this month (March 2006), 40 graduate students from the Law Faculty at the University of Pristina will begin their study in the University's pilot clinical law program. The students were selected on a competitive basis out of a total of 70 program applicants.

### **PTP- Macedonia**

#### **First National Youth Association Launched in Macedonia to Increase Youth Employment**

### **Participant Data:**

#### **Name of Group:** Vocational Student Training

Sasko Andonov, "Josif Josifovski", Gevgelija (Hotel and tourism); Ana Gicova, "Ljupco Santov", Kocani (Economy); Blerim Avdija, "8-mi Septemvri", Tetovo (Economy); Vlatko Nestorov, "Sv. Kiril i Metodij", Negotino (Electrotechnical); Jovo Aleksovski, "Mihajlo Pupin", Skopje (Electrotechnical); Simona Angeleska, "Braka Miladinovci", Skopje (Agricultural); Biljana Paskovska, "Car Samoil", Resen (Agricultural); Angel Gadzov, "Dimitar Mirasciev", Stip (Textile); Semra Jakupi, "Nikola Stejn", Tetovo (Medical); Kristijan Mitevski, "Koco Racin", Sveti Nikole (Veterinary)

**Date and Location of Intervention:** October 24–November 10, 2004, Louisville, Kentucky; Minneapolis, Minnesota

**Name of Intervention Provider:** University of Minnesota

## **Summary**

Following a US study tour on Vocational School Training the participants - students and the teachers -were given an assignment to establish local youth organizations within their schools. To date, 15 local school organizations have been established, with an organizational structure (president, secretary, vice president, etc.), a plan of activities, and budgets. The local organizations came together at a workshop where they developed the documentation documents necessary for establishing a National Youth Association, and recently the association's first national convention was held.

## **Context and Description of Training Intervention**

The main goal of the Vocational Student Training in the US was to cultivate student leadership skills to support the Ministry of Education and Science in its efforts to link vocational schools with industry by:

- Learning the elements for organizing and running a local vocational youth organization;
- Organizing vocational competitions;
- Observing how US industry supports vocational programs and youth organizations;
- Observing an effective supervised work experience program that will demonstrate how students compete, and how industry can support it.

The program began in Louisville, Kentucky, where participants attended the annual Future Farmers' of America (FFA) Convention that had some 50,000 members in attendance. That event gave the students the opportunity to interact with other student leaders, observe competitions, and attend structured leadership events. The second part of the training was held in Minneapolis-St. Paul, Minnesota, where the participants had discussions on establishing and maintaining effective vocational student organizations (VSOs) and heard overviews on VSOs such as FFA, FCCLA, DECA, SkillsUSA, and others. The highlight of the program was the visits to vocational schools that focused on specific and various subject areas (agricultural education, industrial technology; business education; nursing/health occupations, etc.). Macedonian students stayed with families of host-students and attended their local schools for three days to experience how students live and work, and had visits with advisors, members and officers of VSOs, as well as area business leaders that work with students. This allowed trainees to explore how career exploratory programs are set up, and how VSOs are advised and financed.

## **Outcome of Training Intervention:**

Upon their return from the study tour, the students and the teachers were given an assignment to establish Local Youth Organizations within their schools (local chapters). By March 2005, 15 local school organizations with an organizational structure (president, secretary, vice president, etc.), plan of activities and budgets, were established. In June 2005, all 15 participated in a workshop held by Professor Richard Joerger, the facilitator of the portion of the training program that had taken place in Minnesota. At the

workshop, the students developed documents necessary for establishing the National Youth Association (statute, application for membership, budgeting, etc.) and agreed upon the organizational structure of the Association.

The first presentation of the idea for establishing a National Youth Organization was made in November 2005 in Skopje in front of 70 Vocational High Schools. The 10 students that participated at the training in the US presented the main goals and benefits of having a Youth Association. The first National Convention of the Association was held on April 8, 2006, during which 15 members of the National Board were elected officially, one representative from each vocation track.

Members of the National Board will now work with two former leaders of US Youth Organizations, who are on a mission in Macedonia currently, to help the Association and its leaders become an official Youth Organization that can serve the students and help them improve their communication and leadership skills, build their self-confidence, sense for competition and, as a result, increase their chance for employment and improve their position in society.







**USAID**  
FROM THE AMERICAN PEOPLE

**WORLD LEARNING  
SEMI-ANNUAL REPORT:  
October 2005 – March 2006**

**CONTRACT #: EEE-I-00-01-00016-00  
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**Table of Contents**

**Participant Training Status Chart.....3**

**Section 1: October - December 2005**

**US Program Highlights.....5**  
**PTP/Washington, D.C. ....7**  
**PTP/Albania.....8**  
**PTP/Bulgaria.....9**  
**PTP/Croatia.....12**  
**PTP/Kosovo.....17**  
**PTP/Macedonia.....18**  
**Appendix to Section 1.....23**

**Section 2: January - March 2006**

**US Program Highlights .....24**  
**PTP/Washington, D.C. ....26**  
**PTP/Bulgaria.....27**  
**PTP/Croatia.....30**  
**PTP/Kosovo.....35**  
**PTP/Macedonia.....37**  
**Appendix to Section 2.....40**

**DISCLAIMER**

**The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.**

## Participant Training Intervention Status – October 2005 to March 2006

| Country                   | UST |     |       | TCT |     |       | ICT  |      |       | EMT |   |       | Academic<br>(full-service) |   |       | Academic<br>(fund<br>only) |   |       | TOTALS |      |       |
|---------------------------|-----|-----|-------|-----|-----|-------|------|------|-------|-----|---|-------|----------------------------|---|-------|----------------------------|---|-------|--------|------|-------|
|                           | M   | F   | total | M   | F   | total | M    | F    | total | M   | F | total | M                          | F | total | M                          | F | total | M      | F    | total |
| <b>Albania</b>            |     |     |       |     |     |       |      |      |       |     |   |       |                            |   |       |                            |   |       |        |      |       |
| - period                  | 0   | 0   | 0     | 8   | 4   | 12    | 71   | 45   | 116   | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 79     | 49   | 128   |
| - percent                 |     |     |       | 67% | 33% |       | 61%  | 39%  |       |     |   |       |                            |   |       |                            |   |       | 62%    | 38%  |       |
| - cumulative              | 58  | 24  | 82    | 355 | 241 | 596   | 3613 | 1908 | 5521  | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 4026   | 2173 | 6199  |
| - percent                 | 71% | 29% |       | 60% | 40% |       | 65%  | 35%  |       |     |   |       |                            |   |       |                            |   |       | 65%    | 35%  |       |
| <b>Bosnia-Herzegovina</b> |     |     |       |     |     |       |      |      |       |     |   |       |                            |   |       |                            |   |       |        |      |       |
| - period                  | 0   | 0   | 0     | 0   | 0   | 0     | 0    | 0    | 0     | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 0      | 0    | 0     |
| - percent                 |     |     |       |     |     |       |      |      |       |     |   |       |                            |   |       |                            |   |       |        |      |       |
| - cumulative              | 58  | 33  | 91    | 389 | 191 | 580   | 1273 | 1271 | 2544  | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 1720   | 1495 | 3215  |
| - percent                 | 64% | 36% |       | 67% | 33% |       | 50%  | 50%  |       |     |   |       |                            |   |       |                            |   |       | 53%    | 47%  |       |
| <b>Bulgaria</b>           |     |     |       |     |     |       |      |      |       |     |   |       |                            |   |       |                            |   |       |        |      |       |
| - period                  | 0   | 0   | 0     | 7   | 16  | 23    | 0    | 0    | 0     | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 7      | 16   | 23    |
| - percent                 |     |     |       | 30% | 70% |       |      |      |       |     |   |       |                            |   |       |                            |   |       | 30%    | 70%  |       |
| - cumulative              | 197 | 156 | 353   | 249 | 266 | 515   | 224  | 239  | 463   | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 670    | 661  | 1331  |
| - percent                 | 56% | 44% |       | 48% | 52% |       | 48%  | 52%  |       |     |   |       |                            |   |       |                            |   |       | 50%    | 50%  |       |
| <b>Croatia</b>            |     |     |       |     |     |       |      |      |       |     |   |       |                            |   |       |                            |   |       |        |      |       |
| - period                  | 9   | 5   | 14    | 3   | 7   | 10    | 188  | 109  | 297   | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 200    | 121  | 321   |
| - percent                 | 64% | 36% |       | 30% | 70% |       | 63%  | 37%  |       |     |   |       |                            |   |       |                            |   |       | 40%    | 60%  |       |
| - cumulative              | 138 | 89  | 227   | 351 | 271 | 622   | 1105 | 854  | 1959  | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 1594   | 1214 | 2808  |
| - percent                 | 61% | 39% |       | 56% | 44% |       | 56%  | 44%  |       |     |   |       |                            |   |       |                            |   |       | 57%    | 43%  |       |
| <b>Kosovo</b>             |     |     |       |     |     |       |      |      |       |     |   |       |                            |   |       |                            |   |       |        |      |       |
| - period                  | 41  | 11  | 52    | 20  | 2   | 22    | 0    | 0    | 0     | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 61     | 13   | 74    |
| - percent                 | 79% | 21% |       | 91% | 9%  |       |      |      |       |     |   |       |                            |   |       |                            |   |       | 82%    | 18%  |       |
| - cumulative              | 82  | 26  | 108   | 65  | 22  | 87    | 127  | 88   | 215   | 0   | 0 | 0     | 0                          | 0 | 0     | 0                          | 0 | 0     | 274    | 136  | 410   |
| - percent                 | 76% | 24% |       | 75% | 25% |       | 59%  | 41%  |       |     |   |       |                            |   |       |                            |   |       | 67%    | 33%  |       |

|                  |     |     |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   |     |       |       |       |
|------------------|-----|-----|------|------|------|------|------|------|-------|-----|-----|----|-----|-----|----|---|---|-----|-------|-------|-------|
| <b>Macedonia</b> |     |     |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   |     |       |       |       |
| - period         | 0   | 0   | 0    | 23   | 15   | 38   | 452  | 246  | 698   | 0   | 0   | 0  | 7   | 9   | 16 | 0 | 0 | 0   | 482   | 270   | 752   |
| - percent        |     |     |      | 61%  | 39%  |      | 65%  | 35%  |       |     |     |    | 44% | 56% |    |   |   | 64% | 36%   |       |       |
| - cumulative     | 199 | 137 | 336  | 238  | 175  | 413  | 2569 | 4145 | 6714  | 9   | 3   | 12 | 18  | 24  | 42 | 0 | 0 | 0   | 3033  | 4484  | 7517  |
| - percent        | 59% | 41% |      | 58%  | 42%  |      | 38%  | 62%  |       | 75% | 25% |    | 43% | 57% |    |   |   | 40% | 60%   |       |       |
| <b>Romania</b>   |     |     |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   |     |       |       |       |
| - period         | 0   | 0   | 0    | 0    | 0    | 0    | 0    | 0    | 0     | 0   | 0   | 0  | 0   | 0   | 0  | 0 | 0 | 0   | 0     | 0     | 0     |
| - percent        |     |     |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   |     |       |       |       |
| - cumulative     | 27  | 26  | 53   | 45   | 37   | 82   | 725  | 502  | 1227  | 0   | 0   | 0  | 0   | 0   | 0  | 0 | 0 | 0   | 797   | 565   | 1362  |
| - percent        | 51% | 49% |      | 55%  | 45%  |      | 59%  | 41%  |       |     |     |    |     |     |    |   |   | 59% | 41%   |       |       |
| <b>Regional</b>  |     |     |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   |     |       |       |       |
| - period         | 0   | 0   | 0    | 0    | 0    | 0    | 0    | 0    | 0     | 0   | 0   | 0  | 0   | 0   | 0  | 0 | 0 | 0   | 0     | 0     | 0     |
| - percent        |     |     |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   |     |       |       |       |
| - cumulative     | 17  | 13  | 30   | 0    | 0    | 0    | 0    | 0    | 0     | 0   | 0   | 0  | 0   | 0   | 0  | 0 | 0 | 0   | 17    | 13    | 30    |
| - percent        | 57% | 43% |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   | 57% | 43%   |       |       |
| <b>TOTALS</b>    |     |     |      |      |      |      |      |      |       |     |     |    |     |     |    |   |   |     |       |       |       |
| - period         | 50  | 16  | 66   | 61   | 44   | 105  | 711  | 400  | 1111  | 0   | 0   | 0  | 7   | 9   | 16 | 0 | 0 | 0   | 829   | 469   | 1298  |
| - percent        | 76% | 24% |      | 58%  | 42%  |      | 64%  | 36%  |       |     |     |    | 44% | 56% |    |   |   | 64% | 36%   |       |       |
| - cumulative     | 776 | 504 | 1280 | 1692 | 1203 | 2895 | 9636 | 9007 | 18643 | 9   | 3   | 12 | 18  | 24  | 42 | 0 | 0 | 0   | 12131 | 10741 | 22872 |
| - percent        | 61% | 39% |      | 58%  | 42%  |      | 52%  | 48%  |       | 75% | 25% |    | 43% | 57% |    |   |   | 53% | 47%   |       |       |

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32

## October - December 2005 Programming Highlights

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### U.S. Training

World Learning trained 21 participants in three US training programs this quarter. To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies, including classroom instruction, job shadowing, internships, and site visits. Here are descriptions of two of these programs:

#### City Twinning

Two programs in a series of USAID-funded exchanges between selected Croatian cities and US counterpart cities (part of the Local Government Reform Project (LGRP) Technical Twinning program) took place in October and November 2005. Under these programs, local government officials in the US are linked with their counterparts in Croatia as part of an exchange to develop bilateral and regional partnerships with each other. Both programs were designed and implemented by International City/County Management Association (ICMA).

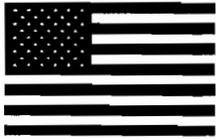
October 29-November 5, 10 officials from three local governments in Istria traveled to the Northeastern Oregon communities of Pendleton and La Grande. The delegates came to learn more about productive government-business relations; promotion of sustainable economic development through use of such tools as small business surveying, website development, and provision of infrastructure provision; local government partnerships with business associations and professional organizations, regional government, non-profit organizations; business recruitment; and exposure to US customs and culture. Participants visited Pendleton's fire/emergency management services; Blue Mountain Community College Small Business Development seminar; print and radio press representatives; a dairy farm and small retail businesses; NE Oregon Development Agency; the State of Oregon Economic and Community Development Department; and La Grande Wastewater Treatment Plant and Tule Lake, a waste water purification facility.

November 5-12, four local government officials from the city of Karlovac traveled to Kansas City, Kansas to learn how to increase the capacity of local governments to manage their resources better. The trip focused on observing successful examples of public-private partnerships and best practices concerning decision-making within citizen and grassroots organizations, how to acquire land for local economic development, the US college system of public administration education and examples of skill sets and knowledge, and how US cities structure and staff departments of economic development.

### Judicial Reform

Seven members of key institutions, including the judiciary of Kosovo, the Judicial, Legislative, and Constitutional Framework Committee of the Kosovo Assembly, and the President's office, traveled to the US October 15-29, to examine, in a real-life operational setting, the way the US judicial system manages, administers, and controls its diverse elements. The training, designed and implemented by Arizona State University's Russian and East European Studies Center, took place in Arizona and Washington, DC, and consisted of seminars and meetings with court personnel at the national and state levels.

In Arizona, visits were made to Superior Court of Maricopa County; the Arizona Supreme Court; Arizona State Judicial Council; US Bankruptcy Court for the District of Arizona in both Phoenix and Tucson; Arizona State Legislature and Judiciary Committee; and the Tribal Court System. In Washington, meetings included those with the Federal Judicial Center; USAID's Balkans Team Leader, the Team Leader for Democracy and Governance, and the Senior Rule of Law Advisor; the US Supreme Court; and the US Senate.



## **Washington, D.C.**

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### **Meetings, Conferences, and Presentations**

- October 19-20, Washington, DC staff attended training in Human and Institutional Capacity Development conducted by the International Society for Performance Improvement (ISPI) in Washington, DC.
- November 6-8, field office staff attended a professional development workshop conducted by ISPI professionals in Veliko Turnovo, Bulgaria in the principles of Human and Institutional Capacity Development. World Learning funded both the DC and Bulgaria-based workshops.
- November 9-18, Assistant Director for Field Services Anita Reichert traveled to Pristina, Kosovo and Sarajevo, Bosnia-Herzegovina to conduct orientation and new staff training with recently hired Country Directors in each field office. Megan Falvey was hired as Country Director/Kosovo; and Emily Coffman Kronic was hired as Country Director/Bosnia-Herzegovina.

### **Training Provider Outreach**

The Resource Center coordinated visits to the PTP office from two training providers. The substantive meetings focused on training capabilities, proposal writing guidance, and issues of training program management. Visits were made by the following organizations: Delaware Technical Community College and Florida Center for Environmental Studies at Florida Atlantic University.

## Field Offices

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### PTP/Albania

For information regarding the most recent training activities for participants from Albania please refer to the status chart on page 3.

### **Success Stories**

Please see the Appendix to Section 1 for full details on the following Success Stories reported during this quarter:

- Local Water Services Improve Through Small Grant Funding in Albanian Municipality

Citizens of the Municipality of Erseke receive improved water service due to the installment of water meters on private homes and apartment buildings purchased with the help of a USAID-funded Participant Training Small Grant. Metering the water usage of residents prevents the undue depletion of the municipality's water supply and allows officials to properly bill citizens for the service. Likewise, upgrading the water tanks and the pipes has stopped leaks in the system. The municipality now has a solid foundation towards a cost-effective and sustainable water system, which satisfies the citizens.

- Irrigation Grant Improves Productivity of Farmland in Rural Albania

A USAID-funded small grant of less than \$10,000 was awarded to a participant after a local development training program resulted in an additional farm revenue of \$272,000 for 68 rural families. The grant, augmented by in-kind labor from the beneficiaries, was used to rehabilitate nearly one kilometer of irrigation channels. USAID's Civic Forum project provided community members the necessary skills to enable them to work together for their mutual benefit.

### **Staffing**

- Intern David Miller completed a two-month internship drafting/editing success stories and other reports.
- Program Officer Bruna Stamo resigned to head a directorate in the Ministry of Agriculture. In an effort to contain administrative costs, it was decided to replace her with a program assistant. Of the 33 applications, 9 were short-listed and tested. Jugera Bilali was hired to start in January.

### **Third Country Training**

- Twelve branch and SME account managers from the National Commercial Bank and Albanian Partners in Micro-Credit attended a one-week training in Croatia in SME Lending where they focused on ways to increase the value of SME loans as well as the number of clients. The training was implemented by the Croatian Association of Manager/Consultants (AMC).

### **In-Country Training**

- A five-day course for 72 specialists was held in October to discuss means of ensuring blood safety. The course was presented by the European School of Transfusion Medicine and organized by the National Blood Transfusion Center in Albania.

### **Noteworthy Events**

- Country Director Matty Thimm presented an overview of the broader scope of the FORECAST contract to each of the mission's strategic objective teams as a first step in developing a Human and Institutional Capacity Development Plan for FY2006. From the ideas subsequently collected, a draft HICD plan was submitted to the mission in late November.
- In December, USAID/Albania approved the Human and Institutional Capacity Development Plan for all strategic objectives except Democracy & Governance and Rule of Law.

### **Cost-Savings Measures**

- \$585 was saved in telecommunication costs by using phone cards and mobile phones.
- \$1,201 was saved by applying reduced M&IE rates, \$268 was saved by negotiating costs with the training provider, and \$1,200 was saved in M&IE cost sharing for the third country training program in SME Lending.

**Total Cost Savings.....\$3,254**

### **PTP/Bulgaria**

For information regarding the most recent training activities for participants from Bulgaria please refer to the status chart on page 3.

## **Success Stories**

Please see the Appendix to Section 1 for full details on the following Success Stories reported during this quarter:

- Volunteer Program Assists Bulgarian Senior Citizens

A training program in Florida and Budapest for specialists in social services focused on cooperation between the governmental and non-governmental sectors. One of the participants, the chair of a social assistance NGO, received a Small Grant to initiate a pilot program to train young volunteers to work with seniors. This program has proved so successful that there is a strong possibility that the local municipality will continue to fund it.

## **Staffing**

- Darina Botsova finished her short-term work as Administrative Assistant, and Diana Yovcheva joined the staff as the new Administrative Assistant.

## **Third Country Training**

- Structural Funds Trainers Development Program took place October 10-21 in Portugal and Poland. This program aimed to increase the capacity of Bulgarian training organizations to educate the Bulgarian public about EU funding mechanisms in the post-accession period, with accession scheduled for 2007.

## **Small Grants and Other Follow-On Activities**

- USAID approved selection of 8 PTP small grants for implementation. On October 27, Program and Small Grants Officer Kristina Grozdilova led the small grants management workshop for the 8 grantees, after which World Learning hosted a small reception for the grantees, partners and USAID staff.
- November 16, PTP hosted an important follow-up discussion with participants from an October third country training program in which 11 training managers traveled to Portugal and Poland to learn about how EU structural fund mechanism work in practice. The discussion focused on how this group can work together to address Bulgaria's general unreadiness to acquire and use EU funds after planned accession in 2007.
- December 22, WL staff Matt Brown, Kostadin Evstatiev and Kristina Grozdilova attended the opening of an exhibition in Pazardzhik, entitled "Together Against Drugs," arranged by Community Fund Pazardzhik. The exhibition aimed at

increasing students', teachers' and parents' awareness about drug abuse is part of a school education campaign funded through a PTP small grant in the 6<sup>th</sup> round of the Small Grants program.

### **Noteworthy Events**

- October 10-21, Program Officer Kremena Natcheva traveled to Portugal and Poland with the Structural Funds Trainers Development Program to assist with facilitation and follow-up planning, and to monitor a new training provider. A copy of her trip report is in the Appendix.
- Finance and Program Officer Miglena Mladenova traveled to Macedonia for 2 days in October for in-house training in the use of a new field office accounting system.
- On November 2, the new USAID Bulgaria Mission Director, Michael Fritz, visited the World Learning office to meet staff and discuss our history and programs.
- November 4-8, World Learning Bulgaria hosted an HICD workshop for representatives of all of our regional USAID training field offices and senior staff from Washington D.C.
- During the week of November 15 several staff attended meetings and discussions on EU educational funding mechanisms as part of "The Week of the EU Socrates Program."
- November 18, Kristina Grozdilova attended the 5<sup>th</sup> anniversary celebration of the establishment of the South-West Municipalities Association, in the town of Razlog. The celebration was followed by a half-day workshop focused on the main challenges for municipalities in the EU accession context. World Learning was invited by the Chairman of the Association, who has participated in several PTP training programs and received a PTP small grant in the 6<sup>th</sup> round of the Small Grants Program.
- November 23 and 24, Diana Yovcheva attended a USAID-funded conference in the eastern town of Turgovishte, on the state of foster care in Bulgaria
- November 30 and December 1, Kostadin Evstatiev attended lectures and discussions on public-private partnerships at the Center for European programs in Sofia.
- December 9, Kostadin Evstatiev and Matt Brown attended parts of the second annual USAID-funded national conference, where high-level officials discussed key issues related to the judiciary.
- December 12 and 14, Country Director Matt Brown participated in preliminary FY06 training planning meetings with USAID SO teams.

- December 14, Kremena Natcheva and other staff attended a national forum on progress toward the Bulgarian National Development Plan – the central document in Bulgaria’s plans for acquiring EU funds after expected accession in 2007.

### **Cost-Savings Measures**

- \$18,314 was saved on participant and interpreter airline tickets and \$5,712 was saved by applying reduced M&IE rates and participant cost-sharing for the third country training program in Structural Funds Trainers Development Program held in Portugal and Poland.

**Total Cost Savings.....\$ 24,026**

### **PTP/Croatia**

For information regarding the most recent training activities for participants from Croatia please refer to the status chart on page 3.

### **Success Stories**

Please see the Appendix to Section 1 for full details on the following Success Stories reported during this quarter:

- Former Participant Appointed Member of the Negotiating Team for the Accession of the Republic of Croatia to the European Union  
Becoming a member of the European Union is the Croatian government's top priority, and agriculture is the most important issue in the accession process. Several training programs have been held – in Estonia, the Czech Republic, and the United Kingdom – to learn about preparing a strategy for using pre-accession funds, and to understand how to harmonize Croatia's agricultural policies with those of the EU. One of those who attended these programs has now been appointed a member of the negotiating team for the country's EU accession.

### **Media Coverage**

- Former participant Ana Strbenac, Expert Associate from the Ministry of Environment, appeared on “Good Morning Croatia” on October 4 to introduce a new law that will protect wolves in Lika and Dalmacija. Ms. Strbenac attended training in the US in National Park Management in January 2004.
- As reported in the October 5 edition of *Vecernji List*, members of the Croatian Negotiation Delegation for EU Accession have been introduced. Among 20 experts,

three of them are former USAID PTP participants: Ms. Gelo is the Head of Negotiation team for Agriculture and Fishing, Ms. Babic for Social Politics and Employment and Mr. Froehlich for Statistics and Regional Politics.

- Concurrent to in-country Training on Trafficking in Persons for Social Workers III, on October 14, Zadar's local newspaper *Zadarski List* provided an overview on trafficking in persons in Croatia and how all relevant institutions are dealing with the problem.
- Coverage of the annual Certificate Awards Ceremony was provided in the daily newspaper *Vjesnik* on November 4. The article described how USAID Mission Director William Jeffers presented Certificates of Achievement to the participants who attended Participants Training Program sponsored by USAID.
- After visiting Pendelton and La Grande, cities in Oregon, a Croatian delegation from the cities of Labin, Buzet and Pazin, shared their impression and the experiences they gained, and the daily newspaper *Glas Istre* covered their story on November 11. At a press conference they introduced plans for future cooperation and partnership based on the City Twinning program.
- *Vecernji list* reported on November 11 that the Municipality of Majur received a Small Grant donation for equipping a new communication center. All information and communication equipment will be available to the citizens free of charge. An edition of a local bulletin will be printed on the new equipment as well. Grantee Ana Šarić, Head of the Majur Municipality, took part in a training program in Citizens Participation for Local Government in October 2004.
- Mr. Stepic Reisman, a journalist from the daily newspaper *Glas Istre*, wrote an article for the November 12 edition of the paper about the differences between the American and Croatian systems in electing city council members and their roles, managing the city office and mayor's responsibilities. An article about differences between Croatian and American lifestyles also appeared in the November 16 edition of the paper. Mr. Reisman was a participant in the City Twinning Istria-Oregon program in October/November 2005.
- An article appeared in the weekly newspaper *Karlovacki tjednik* on November 26 featuring the participants who attended the City Twinning Karlovac-Kansas City program that was held in November 2005. As stated in the article, through the USAID Local Government Reform Project's City Twinning Program, representatives of City of Karlovac visited Kansas City. This is the fourth exchange visit organized between Kansas City and Karlovac. The Croatian delegation focused on implementing two important modules, citizens' cooperation and economic development. The City of Karlovac has tremendous economic and tourist potential. Therefore, they established the goal of publishing a marketing brochure that will highlight the tourist and economic possibilities of the city. The brochure will be presented at the World Fair of Investors in Denmark in spring 2006 in order to attract

investors to invest in the City of Karlovac. The production of the brochure is being financed through USAID's project Small Grants, implemented through the Participant Training Program.

- *Vecernji list* reported on December 1 that former participant Miroslav Kovac, Department Head and Livestock Advisor to the Croatian Agricultural Extension Service of Pozesko Slavosnka County, introduced a new method in providing advisory services. Mr. Kovac attended training in the UK in May 2005 in Veterinary and Animal Disease Control Mechanisms.

### **Third Country Training**

- Promoting Community Philanthropy: 10<sup>th</sup> CEE Fundraising Workshop was held November 7-12 in Budapest, Hungary for 10 participants. Training was provided by Civil Society Development Foundation Hungary. This training intervention supported NGOs that have received or are receiving CroNGO support. Preferences were given to those organizations that demonstrated a solid commitment to raising funds from domestic sources and to pursue domestic fund-raising. The workshop focused on identifying cutting-edge know-how on building local and regional resource mobilization that will enable NGOs in the CEE region to become more financially sustainable. In addition, the workshop provided a unique opportunity to gain up-to-date knowledge and practical skills through following methods; developing fundraising and resources mobilization skills; providing opportunities for sharing regional best practices and success stories, and promoting fundraising as a profession.

### **In-Country Training**

- Training on Trafficking in Persons for Social Workers III took place October 13-14 in Zadar for 35 participants. The third training in a series on trafficking in persons for social workers, the program included social workers from Coastal Croatia, including Istria and Middle and Southern Dalmatia. Thirty-five social workers participated in the seminar, along with twelve guests and lecturers from different Croatian and international institutions and organizations. The primary goal of the training was to raise awareness of trafficking in humans and to provide basic education for representatives of social welfare centers on trafficking. The training also provided insight into the work of various governmental institutions involved in anti-trafficking (e.g. Ministry of Internal Affairs, Public prosecutors). Furthermore, an important part of the program was to develop a professional network for social workers who can assist them in problem solving processes on the local level.
- Building Grant-Making Skills in Financial Management, Monitoring and Evaluation was held October 17-19 in Opatija, Croatia for 15 participants. This training program increased the grant-making skills of USAID's CroNGO's Regional Partners

– Association Mi, OGI, and SMART – with an emphasis on financial management, monitoring and evaluation. These three organizations have been working with CroNGO for over three years as grant-making partners for the Small Grants and Community Partnership Programs, with a wide range of grant-making responsibilities, including outreach and community mobilization, review and selection of grants, and monitoring. They have recently assumed full responsibility (including financial management) of a micro-grants program as part of their responsibilities as CPP Regional Partners. CroNGO is implemented by the Academy for Educational Development.

- Anti-trafficking for Health Care Providers I took place October 29-30 in Opatija for 20 participants. The training addressed the role of healthcare professionals in identifying and providing services to victims of trafficking. Health care providers are often at the front line of identification and direct services to victims. Because they are working under duress, trafficked women are at a higher risk for disease and injury than non-trafficked commercial sex workers are. Specifically, there is a significant incidence of sexually transmitted diseases, reproductive tract infections, sexual assault, physical assault and malnutrition found in victims of trafficking that requires trained professionals in treating and caring for both the physical and psychological aspects of their abuse.
- Anti-trafficking for Health Care Providers part II was held November 11-13 in Opatija for 21 participants. The objective of the seminar was to raise awareness among Ministry of Health officials, healthcare educators, and healthcare providers to the importance of their role in the assistance, protection, and prevention of trafficking in persons. Healthcare providers are often the front line in terms of identifying victims and have the ability to take steps to assist them. This program enabled healthcare providers to recognize the unique signs of a trafficked woman and to acquire investigative knowledge and skills to ask the appropriate questions. They also learned how to properly assist victims, while simultaneously collecting evidence to assist the police in determining the status of the trafficked person and prosecuting the trafficker.
- Anti-trafficking for Journalists was held on December 15 in Zagreb, the first of two trainings planned for journalist and reporters from different media houses from all over Croatia who were identified as the target group that need to expand their knowledge on trafficking in persons (TIP) in order to provide quality reporting on the topic of human trafficking and general awareness raising. The Office for Human Rights identified 15 journalists/reporters to receive knowledge on how to report, inform, and raise awareness on TIP, respecting and protecting the interest of victims and their families. The main objective of the training was to increase knowledge of journalists who report on TIP issues and to increase their capacity to provide high quality of reporting on human trafficking and related topics in Croatia and worldwide. This training set the basis for follow up activities with journalists that will lead to the creation of a country specific manual on how to report on TIP.

### **Small Grants and Other Follow-On Activities**

- Two Small Grants have been completed during the quarter:  
Small Grant No.: 6 “How to Organize a Mediation Center”, Ms. Suzana Kolesar; and  
Grant No.: 11 “Who is Who,” Kristina Bulesic president of ZUM Association
- The Small Grants Workshop FY05 was held in hotel Dubrovnik on October 26. The following small grants were awarded:
  1. “Development of an Alternative Dispute Resolution Office, Zagreb Commercial Court”
  2. “Collecting and Processing of Data Relevant for Preventive and Control Measures Regarding to Risk of CSF Outbreak”
  3. “Systemic Bidirectional Communication with Citizens in the Municipality of Jasenovac with Special Emphasis on the Youth Population”
  4. “Communication Point for Citizens” (For Improved Information and Communication with Citizens), Municipality of Majur
  5. “Marketing Brochure,” Karlovac City”
  6. “Improve Access to Training and Consultancy Services for Non-Profit Organizations”
  7. “Promoting Conducive Environment to CSR in Croatia: Corporate Governance Colloquium”
  8. “Support for Croatia’s CSOs – Mentor’s Training for Implementation of Quality Assurance System “Q”
  9. “Foot and Mouth Disease Control (FMD Control) – Disease Prevention (Disinfection bars)”
  10. “Classical Swine Fever Control Study Tour – Application of Newly Acquired Knowledge on Family Farm Level”
  11. “Classical Swine Fever Control Study Tour – Application of Newly Acquired Knowledge on Family Farm Level”
  12. “Certified Farmers Market”

### **Noteworthy Events**

- Finance/Administrative Officer Violeta Novoselec traveled to Sarajevo, Bosnia-Herzegovina for three days in October for in-house training in the use of a new field office accounting system.

### **Cost-Saving Measures**

- \$300 was saved by translating documents in-house for the in-country training program in Trafficking in Persons for Social Workers.
- \$2,600 was saved in interpreter costs and \$320 was saved in medical examination costs for the US training program, City Twinning IV Karlovac/Kansas City.

- \$420 was saved in registration fees, \$490 was saved by applying reduced M&IE rates, and \$3,000 was saved in transportation costs for the third country training program in Promoting Community Philanthropy.
- \$389 was saved in negotiated fees for the Small Grant: Support for Croatia's CSOs – Mentor's Training for Implementation of Quality Assurance System "Q."

**Total Cost Savings.....\$7,519**

**PTP/Kosovo**

**Success Stories**

Please see the Appendix to Section 1 for full details on the following Success Stories reported during this quarter:

• **Increased, Quality, Production and Standards Result from US Training in Dairy Processing for Kosovars**

A training program in Wisconsin on milk production and dairy processing has resulted in improved quality, a wider range of products, and increased production. The owner of one company has reported a 42% increase in production over the previous year; another has already organized two prize livestock shows and is currently planning a dairy show, modeled on those he observed in the US.

**Staffing**

- October 1, Arsim Ajeti was promoted to a full-time staff member as the Logistics Officer/Driver.
- November 1, Megan Falvey joined WL/Kosovo as Country Director.
- November 23, Gjenez Budima was hired as a short-term contractor to assist with the Annual Awards Ceremony that was held December 8. Gjenez joined the staff as a Program Assistant on December 8.

**Media Coverage**

- On Nov 15, TV coverage was given to the receptions/awards ceremony for the Judicial and Justice Sector Reform and Bulletin Publication training programs by stations RTK, KTV and TV21.
- On December 6, TV stations KTV and TV21 covered the Annual Awards Ceremony.

## **In-Country Training**

- English Immersion Training took place from April through October 2005 in Pristina for 24 representatives of the Ministry of Finance and Economy (MFE), Bank Payment Authority of Kosova (BPK), and the Kosova Pension and Savings Trust (KPST). Provided by New Age School, the training was designed to improve the English language skills of managers and key staff in the Ministry of Finance, in order to assist them in interacting with international counterparts and stakeholders and in writing reports and understating materials written in English.
- Bulletin Publication was held October 23–November 4 in Pristina for 5 participants, members of the editorial boards of the Kosovo Judges Association and the Chamber of Advocates. This training was designed to teach participants desktop publishing skills in order to allow their organizations to produce bulletins and newsletters in-house. The training was provided by Cactus –IT Consulting Group.

## **Noteworthy Events**

- October 6, USAID Mission Director Dr. Ken Yamashita met with the returned participants from the Kosovo Health Professionals in PCR for HIV program to discuss their impressions of the training at a follow-up meeting.
- Nov 14, Deputy Mission Director David Leong, Sharon Hester (USAID), Antigona Mustafa (USAID) and Darden Stublla (Bearing Point) attended an Awards Ceremony for an in-country English Language Immersion program that was held for 16 participants.
- Nov 15, USAID Mission Director Ken Yamashita, Deputy Mission Director David Leong, and Phillip Goldberg, Chief, USOP, attended a reception for a US program in Judicial and Justice Sector Reform and a reception/awards ceremony for an in-country training program in Bulletin Publication. See also Media Coverage, above.
- December 6, the World Learning Kosovo office hosted the first Annual Awards Ceremony for training participants from Kosovo. 150 past participants were invited to the ceremony to receive certificates of achievement. Mr. Philip Goldberg, Chief of the US Office in Pristina and the Prime Minister, Mr. Bajram Kosumi spoke at the event. See also Media Coverage, above.

## **PTP/Macedonia**

For information regarding the most recent training activities for participants from Macedonia please refer to the status chart on page 3.

## Success Stories

Please see the Appendix to Section 1 for full details on the following Success Stories reported during this quarter:

- New Think Tank in Macedonia Formed by Returned Participant

A participant who is currently completing a PhD on the subject of European Integration in the Western Balkans at the University of Sheffield in Thessalonica, Greece has founded a think tank whose mission is to foster lasting improvement in democracy and governance in Macedonia and elsewhere in Southeast Europe. It recently published the results of its research on Macedonia's readiness for membership in the EU, just prior to the issuance of a European Commission opinion on that subject.

## Media Coverage

- An article in *Kapital* on December 8 described Macedonia's future in IT development. The Government of the Republic of Macedonia will start to offer services to citizens and businesses through the Internet very soon. It will bring Macedonia closer to modern-world trends, in which application of IT solutions are key for development of any country. In an interview for "Kapital", the president of the Governmental Commission for IT, Jani Makraduli, announced the new Government's project, which includes modernization and digitalization of the communication between Government and citizens / businesses as well as within the Government itself. Mr. Jani Makraduli, Advisor to the Prime Minister of Republic of Macedonia on IT, was a participant in the E-Logistic Forum on Electronic Commerce in Budapest, Hungary in April 2003.

## Third Country Training

- Marketing Skills for Outsourcing of Macedonian Machine Tool Companies was held November 6-12 in Celje, Slovenia for 10 participants with training provided by TECOS, Slovenian Tool and Die Development Centre. This training event supported entrepreneurs who own/manage machine tool companies, as well as the manager of the Advanced Engineering Technologies e-BIZ Center (CIRKO MES CE). The primary goal of this training was to improve the rapid-response capabilities of the mechanical engineering (machine tool and die design) industry and help expand their base, as well as increase their sales to Slovenia and other countries. Staff Tanja Georgievska and Sonja Jovanovska traveled to Slovenia to monitor the program. A copy of their report is included in the Appendix.
- Operating of Roma Education Centers took place November 6-12 in Bratislava and Kosice, Slovakia for 10 participants who were trained by North Florida International Visitors Council. Representatives of the three stakeholders in USAID's Roma Education Project – FOSIM's Roma Education team, the Step-by-Step Foundation

and six Roma Education Centers – participated in this training. The primary goal of the program was to improve the performance in running the six NGOs' Roma Education Support Centers, in terms of design and delivery of educational programs to Roma students (Roma Education Project beneficiaries). During the training program, the participants gained exposure to and hands-on experience in the work of their Slovak counterparts.

- **Child-Centred Methodology Curriculum Development** was held November 20-26 in London, United Kingdom for 12 participants who were trained by Sutherland Education Ltd. Eleven Teaching Assistants from three Pedagogical Faculties in Macedonia, plus one representative of Foundation Open Society Institute - Macedonia (FOSIM) participated in the program. The purpose was to introduce the participants from the Faculties of Pedagogy to modern teacher training methods, with a particular emphasis on child-centered methodology and the use of ICT in the classroom. The training was designed to provide the participants with experience in the latest teacher-training practices and student-evaluation methods, which can be incorporated into a teaching syllabus, as well as the development of links with teaching professionals to promote ongoing professional development.
- **Marketing Skills for Export Production for Macedonian Footwear Manufacturers** took place November 20–27 in Padova, Italy for 13 participants who were trained by Politecnico Calzaturiero. Thirteen managers, sales/marketing executives from the leading Macedonian footwear companies, as well as the manager of the ModEur Footwear Technology e-BIZ Center, participated in this training. As a follow up of the in-country training that took place in Skopje between October 31 and November 4, the participants visited several outstanding Italian companies and were offered an opportunity to establish B2b contacts. The primary goal of this program was to improve the ability of the leading Macedonian footwear companies to compete both locally and globally by strengthening their marketing and sales capabilities on the European market (in particular, the Italian market).

### **In-Country Training**

- **Marketing Skills for Export Production for Macedonian Footwear Manufacturers** was held October 31-November 4 in Skopje for 19 participants who were trained by Politecnico Calzaturiero. 19 managers, who are sales/marketing executives from the leading Macedonian footwear companies, as well as the manager of the ModEur Footwear Technology e-BIZ Center, participated in this training. The primary goal of this program was to improve the ability of the leading Macedonian footwear companies to compete both locally and globally by strengthening their marketing and sales capabilities on the European market (particularly the Italian market). Also, this training aimed to improve the rapid-response capabilities of the footwear industry and help expand their client base as well as increase their sales to Italy and the EU countries. As a follow-up to this event, at the end of the November, participants will

travel to Italy, where they will visit Italian companies and possibly establish B2B contacts.

- **C, C++ and MFC Programming Skills** took place from May -October/November 2005 in Skopje and Bitola for 23 participants who were trained by Ein-Sof. Participants will be taking the final test for the entire course. Based on participants' test and project results, the training provider will make the final selection for future employment. The goal of this training program is for the participants to learn C, C++ syntax, basic control structures and to develop understanding of these structures as they explore designing, coding and testing of interactive applications. This training will be a good opportunity for Macedonian software programmers to qualify for and engage in the world's highest-level software programming for a world leader automotive company.
- **Marketing Skills for Outsourcing for Macedonian Machine Tool Companies** took place October 24-28 in Skopje for 31 participants who were trained by TECOS, Slovenian Tool and Die Development Center. This training event supported entrepreneurs who own/manage machine tool companies, including the manager(s) of the Advanced Engineering Technologies e-BIZ Center CIRKO MES CE (Center for Investigation Research and Continuing Education /Mechanical Engineering Systems (MES) Center of Excellence). The primary goal of this training is to improve the rapid response capabilities of the mechanical engineering (machine tool and die design) industry and help expand their base, as well as increase their sales to Slovenia and other countries.
- **Upgrading the Skills of the Training/Technical Assistance Network** took place November 11-27 in Skopje for 25 participants who were trained by the Foundation for Local Government Reform from Bulgaria (FLGR) jointly with DETRA, a local consultant company. The training consisted of a two-week skills-building program that was offered to 25 Municipal Assistance Network experts on how to grow from classroom trainers to true consultants able to provide effective technical assistance directly to municipalities. The goal of the program was to upgrade the knowledge and capacity of an existing core of trainers in providing on-demand technical assistance services to municipal teams, using a practical approach and delivering consultancy on the spot, thus increasing the capacity of municipal officials in their planning processes. The training had two phases. The first part of the training was in-class, whereas for the second part, participants were assigned actual tasks in the field (by providing municipalities with technical assistance in their areas of expertise.)
- **Public Debt Management Training** was held October 14-November 26 in Skopje for 17 participants with training provided by the University of Pittsburgh, Graduate Center for Public Policy and Management. This training was intended to increase knowledge at the Public Debt Management Department (PDMD) of the Ministry of Finance, a section that was recently created to enhance the public debt management function and to develop capital markets in Macedonia. The program focused on the

macroeconomic context to public-debt management, as well as on specific public-debt management methods and techniques.

### **Noteworthy Events**

- A Parent-School Partnership (PSP) from the largest Roma primary school in Macedonia, the Braka Ramiz-Hamid School in the municipality of Suto Orizari, Skopje, has been involved in securing a donation of textbooks as well as getting support from the American People to repair classroom doors, windows, and floors through a project sponsored by USAID. Direct beneficiaries of the program were the school's 2,200 students and 100 teachers. "Although USAID provided the resources, these school improvements would not have been possible without the active participation of the school community," said Dick Goldman, USAID's Mission Director. Mr. Goldman attended a special concert held at the school on December 16, marking the completion of the renovations. USAID's support included helping establish the PSP Group, which is made up of 20 members representing parents, teachers and the school management team. The group has participated in intensive workshops, ranging from decision-making models to resource mobilization. The program has also supported extracurricular activities identified and prioritized by teachers. This program is part of USAID's ongoing support of the Roma people. Through this and other programs, USAID/Macedonia has committed more than \$3 million to support Roma activities as part of the Roma Decade initiative.
- Launched in July 2005, the USAID Support to Roma NGO & Business Community Program aimed to work with both audiences directly. More than \$260,000 was invested in this program, as part of the Roma Decade initiative. Over a period of six months, 18 training modules were designed and delivered to 400 members of 22 Roma NGOs in areas such as leadership development, advocacy and lobbying, project cycle management, and various technical-specific fields. In addition, close to 400 potential Roma businessmen were informed of the benefits of running registered businesses. Of those, 80 decided to register and have become legal entities. These businesses are now eligible for loans and other professional services. "We want to support practical measures that make a direct difference to participants," said Alfreda Brewer, Deputy Mission Director of USAID Macedonia, at the closing ceremony of the project on December 22. "This project is a good example: Once small businesses take the first step to register, they then have the possibility to take off and grow. If businesses don't do this, their growth will always be limited."

### **Cost-Saving Measures**

- \$420 was saved in visa costs for the third country training program in Marketing Skills for Outsourcing for Macedonian Machine Tool Companies.

**Total Cost Savings.....\$420**

## **APPENDIX TO SECTION 1**

- **Success Stories for October-December 2005**
- **Site Visit Report to Portugal and Poland for Structural Funds Trainers' Development Program by Kremena Natcheva of World Learning/Bulgaria, October 10-21, 2005**
- **Site Visit Report to Slovenia for Marketing Skills for Outsourcing of Macedonian Machine Tool Companies by Tanja Georgievska and Sonja Stefanovska Jovanovska of World Learning/Macedonia, November 9-12, 2005**

## January - March 2006 Programming Highlights

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### U.S. Training

World Learning managed training for 28 participants in three programs this quarter. All programs were awarded to providers through a procurement process to secure the best quality training at the most cost-effective price. To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies, including classroom instruction, job shadowing, internships, and site visits. Here are descriptions of these three programs:

#### Court Management

February 2-12, 10 high-ranking members of the Kosovo Judiciary, including the presidents and administrators of the District, Municipal, and Supreme Courts, traveled to the US to observe court systems in order to develop a management plan that will enable them to develop president judge/court administrator executive team capacity. Specifically, the participants looked at how to define the following: court goals and objectives, in cooperation with court system governance structure; judicial and non-judicial management roles and functions; executive component protocols; and ultimately to develop a strategic plan for each court and/or region.

The program, implemented by the Center for American and International Law based in Plano, Texas, took place in Minnesota and allowed the participants to observe and meet with members of the court system in Minneapolis-St. Paul, as well as neighboring Hennepin and Dakota Counties. The participants had an opportunity to observe and meet with District Court Judges, members of the State Court Administrator's Office, the Minnesota Chief Justice and the Minnesota Judicial Center. Their site visits to less urban court settings allowed them to observe and discuss roughly the same issues in a smaller court setting, as well as discuss leadership models and the characteristics of being a successful Court Administrator.

#### Poultry Management

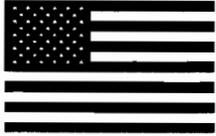
Delaware Technical Community College, in Sussex County, Delaware, conducted a two-week program from February 25 through March 18, for 11 participants; two participants are employed in the Ministry of Agriculture; four participants are veterinarians at the Kosovo Veterinary Food Agency and the Kosovo Veterinary Laboratory; an additional five participants from SHPUK (Shoat e Prophase tee Ushqimit te Koncentruar), a non-profit and professional association that unites, represents, and coordinates the work of poultry producers of Kosovo. Participants gained exposure to the US poultry industry, government regulatory institutions, and academic research organizations. The program

52

provided a holistic picture of the poultry industry in the US, from facility construction, to flock maintenance, to processing, to veterinary care, to environmental and waste management techniques. The group met with government, academic, and industry organizations. They traveled to various poultry farms and feed mills to see protocols implemented. The group visited Perdue Farms, Evergreen Farms, Bridgeville Feed Mill, DelMarVa Poultry Production Inc, and Mountaire Hatchery. In addition to poultry protocols, the group discussed the production of poultry and learned about new poultry technologies, nutritional analysis, and environmental issues from poultry producers and managers.

### Neonatal Resuscitation

Ten neonatologists and residents in neonatology and/or prenatal care from Kosovo traveled to Michigan, March 17-25, to train at the Henry Ford Hospital where they learned state-of-the-art neonatal resuscitation skills. These 10 Kosovar doctors are expected to become the cadre of trainers able to teach neonatal resuscitation skills to maternity hospital staff and other participants in Kosovo. The training objectives included thermal management, infant positioning, suctioning and stimulation, ventilation, intubation, and the use of medications.



## **Washington, D.C.**

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### **Meetings, Conferences, and Presentations**

- February 15-17, Colin Davies, Lisa Posner Olocco, and Dorothea Antonio attended the National Council for International Visitors' annual conference in Washington, DC. Colin and Dorothea were panelists at a session entitled "Identifying-Fee-for-Service Opportunities" where they discussed PTP training programs with the members of NCIV who are current and potential training hosts.
- February 28, Patricia Howe and Amelia Kuklewicz traveled to Georgetown, Delaware to conduct an orientation for a group of 9 participants from Kosovo studying Poultry Management. The program was organized by Delaware Technical Community College.

### **Training Provider Outreach**

The Resource Center coordinated visits to the PTP office from 10 training providers. The substantive meetings focused on training capabilities, proposal writing guidance, and issues of training program management. Visits were made by the following organizations: University of Tennessee; Futures Group; Skarrow and Associates; Caroline Meirs (consultant); Illinois State University; Utah Sister Cities; Rowland and Associates; World Services of La Crosse, Inc.; California State Polytechnic University, Pomona; and National Center for State Courts.

### **Washington, D.C. Cost Saving Measures**

During this quarter an estimated \$1,464 in US training costs was saved as a result of the PTP competitive procurement process.

**Total Cost Savings.....\$1,464**

## Field Offices

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### **PTP/Bulgaria**

For information regarding the most recent training activities for participants from Bulgaria please refer to the status chart on page 3.

### **Success Stories**

Please see the Appendix to Section 2 for full details on the following Success Stories reported during this quarter:

- **First Use of New Credit Tool Helping the Municipality of Stara Zagora, Bulgaria Re-establish Traditional Attractions**

A training program in Romania to study the mechanism of issuing municipal bonds has yielded immediate results. One of the municipalities represented – Stara Zagora – has issued 5,000 municipal bonds, at a face value of €2.5 million, and will use the capital to finance, among other things, the opera house and the museum. Another municipality – Plovdiv - is also planning bond issue.

- **Bulgarian Participants Advance Mediation as Alternative to Court and Establish Association**

A work group, that included 3 representatives from the Ministry of Justice, went to the Netherlands to observe the rules, regulations and systems related to establishing a mediation system as an alternative to the traditional court procedure. Since their return home they have been instrumental in the formation of a National Association of Mediators, and many of them are on the Board of Directors. The Ministry is now accepting applications from organizations that will provide training and issue certification for mediators, according to the criteria observed in the Netherlands.

### **Media Coverage**

- While in Stara Zagora on other business, representatives from the Stara Zagora Chamber of Commerce interviewed Country Director Matt Brown about the history of USAID PTP work with local partners. Parts of the interview appeared on local television, and a written summary appeared on the web site of the Chamber. The translation, "Interview Stara Zagora," can be found in the Appendix to Section 2.

### **Third Country Training**

- A program in Ministry of Health Hospital Procurement was held February 27–March 3 in Ireland. The training, hosted by the Irish Institute for Public Administration, supported the work of the USAID Open Government Initiative in its work with the

Bulgarian Ministry of Health toward sound practices in hospital procurement and procurement monitoring.

### **Small Grants and Other Follow-On Activities**

- January 11, Matt Brown and Kristina Grozdilova traveled to Dupnitsa to attend the official opening of the first Internet club in one of the four Roma neighborhoods in the town. The club, established under the PTP small grant project, "Equal Opportunities in the Computer World," implemented by the Roma Association Shuzho Ello-Pure Heart, will offer computer and Internet services for the community, free computer training for children and two permanent jobs.
- January 19 and 20, Country Director Matt Brown attended a portion of the small grant activity "Intermunicipal Cooperation at the Regional Level" in the town of Sandanski.
- January 24–26, several staff traveled to the towns of Burgas, Aitos and Stara Zagora for 7 different meetings -- a combination of small grants monitoring, training follow-up and planning for future training events.
- March 21, Kristina Grozdilova attended a discussion between Bulgarian private sector representatives and Iraqi government and private sector representatives, organized by the Bulgarian-Iraqi Chamber of Commerce and Industry as a follow-up to a PTP small grant activity related to bilateral business development that was completed earlier this year.
- March 30 and 31, Kremena Natcheva and Matt Brown conducted a monitoring visit for a small grant, "Municipalities Cooperation at Regional Level." In the 3<sup>rd</sup> and penultimate module of this series of workshops, representatives from numerous small municipalities in southwestern Bulgaria continued to develop skills in inter-municipal cooperation for EU purposes and completed drafts of collaborative project proposals for EU funding.

### **Noteworthy Events**

- Staff participated in numerous meetings in January to help USAID activity implementers prepare and refine concept proposals for the FY06 PTP Training Plan. Meetings and discussions continued in February, and the Mission Director approved the Plan on February 24.
- January 23, staff participated in several internal USAID meetings for preliminary reviews of proposed training concepts for 2006.

- January 28, Country Director Matt Brown and USAID Training Officer Nora Ovcharova met with the HR Director from the Ministry of State Administration to discuss how the US Embassy community might be able to respond to the Ministry's request for assistance with English language training for municipal personnel throughout the country as part of preparation for Bulgaria's accession to the EU.
- January 31, WL representatives Matt Brown and Kremena Natcheva attended a lecture/discussion about post-accession EU funding related to the private sector, hosted by the American Chamber of Commerce.
- February 8, Kostadin Evstatiev and Diana Yovcheva attended a round table in Sofia on the needs for career counseling services in Higher Educational Institutions, organized by the Council of Rectors of Higher Level Educational Institutions, with the support of the Business for Education Foundation and the USAID Labor Market Project. The event was primarily sharing of information on the development of career centers in Bulgaria and brief presentation of the lessons learned by the participants in the recent PTP program in Ireland at the end of September 2005 to study relevant models. The Council of Rectors also presented their translation and publication in Bulgarian of the book "Career Guidance: A Handbook for Policy Makers," originally issued by the Organization for Economic Cooperation and Development (OECD) of the European Commission and issued in Bulgaria with their permission.
- February 16, Kostadin Evstatiev and Kristina Groznilova attended the official launch of the Commercial Mediation Center established in May 2005 as part of the American Chamber of Commerce in Bulgaria, with the support and cooperation of the USAID Commercial Law Reform Program. PTP study tours have supported the development of mediation in Bulgaria as an alternative to court proceedings. The Deputy Minister of Justice and the USAID Mission Director were present at the opening, as well as representatives of the judiciary, consultants, and managers of companies. The event started with welcome remarks by the official guests, continued with presentation of the mediation services, principles, procedures and fees, and was concluded by a discussion on the advantages of dispute resolution through mediation.
- February 22, Matt Brown and Kremena Natcheva attended a grant awards ceremony, held jointly by the USAID Social Enterprise project (implemented by Counterpart International) and the Bulgarian center for Non-Profit Law. Seventeen Bulgarian municipalities were selected for pilot, grant-funded projects to initiate the decentralized provision of services needed by their communities through contracting out to licensed subcontractors. Many of the selected municipalities know PTP/World Learning from their training programs and small grants, and this was a chance for PTP to join in the celebration of their success. Municipal representatives were proud and appreciative of the opportunity to begin a new era in social assistance -- at the local level, yet with a clear indication of support by the Bulgarian Government, represented at the event by the Deputy Minister of Labor and Social Policy Vassil Voynov.

- March 7, Clara Gutkin from the Georgetown/ECESP program met with World Learning staff in Sofia to discuss TraiNet and processing procedures for US training participants.
- March 16, Clair Hamlich, Country Representative of UNHCR, met with World Learning staff to discuss refugee issues in the Bulgarian context and possibilities for inclusion of legal forced migrants and refugees in PTP training programs.
- During the weekend of March 11 and 12, staff participated in a teambuilding workshop organized by Outward Bound Bulgaria.
- During the week of March 20, staff participated in a series of meetings and discussions with numerous Bulgarian NGOs on the topic of Bulgaria's future EU membership obligations regarding provision of Official Development Assistance to other countries.

#### **Cost-Savings Measures**

- \$1,800 was saved by applying reduced M&IE rates and \$4,300 was saved by negotiating group airfare discounts for the third country training program, Ministry of Health Supervision of Hospital Procurement.

**Total Cost Savings.....\$6,100**

#### **PTP/Croatia**

For information regarding the most recent training activities for participants from Croatia please refer to the status chart on page 3.

#### **Success Stories**

Please see the Appendix to Section 2 for full details on the following Success Stories reported during this quarter:

- Croatian City of Buzet is Implementing a Municipal Program Observed in Oregon  
While taking part in a city twinning exchange in Oregon, city leaders learned about the practice of using municipal firefighters not only for firefighting but also as providers of emergency first aid at disaster locations before the arrival of medical teams. Until now this practice – routine in many American towns and cities – was unknown in Croatia. However this procedure will now become common in the city of Buzet, which recently purchased new equipment that will allow fire teams to provide emergency aid, and will almost certainly be followed in other cities in the country.

## Media Coverage

- On the television program “Good Morning Croatia” on January 10, Ms. Cvjetana Matic Plavska announced the results of the latest call for proposals for institutional grants awarded by Croatia’s National Foundation for Civil Society Development. Ms. Plavska, Head of the Foundation, took part in two training programs in 1999 and 2000. A total of thirty institutional grants, each for three years, were approved worth approximately \$830,000. The value of the grants per year will range from \$8,200 for smaller NGOs, \$24,000 for medium sized NGOs and up to \$57,000 annually for larger NGOs.
- Former participant Mr. Krunoslav Srpak provided an analysis on the ups and downs of stocks listed on the Varazdin Stock Exchange on “Good Morning Croatia” on January 16. Mr. Srpak attended the SEC International Institute for Securities Market Development in 2004.
- Online magazines [www.biznis.hr](http://www.biznis.hr) and [www.index.hr](http://www.index.hr), January 20 editions, covered the Training of Trainers for SAPARD seminar that took place in Zagreb, January 19-21, in order to prepare potential users of the EU pre-membership SAPARD program in Croatia. (SAPARD: Special Accession Program for Agriculture and Rural Development).
- Returned participant Silvana Tomic Rotim, Deputy Director, ZIH d.o.o., appeared on “Good Morning Croatia” on January 27. Ms. Rotim, who attended Certified Management Consultants Training in Austria in 2005, is one of ten Croatian consultants to become a Certified Management Consultant (CMC), an internationally acknowledged certificate for management consulting. The CMC certificate is a unique quality standard according to the criteria of qualification, experience, competences, ethics and independence. The certificate has been acknowledged in more than 40 countries (e.g. USA, Canada, UK, Germany, Switzerland, Hungary, Poland, Austria). Ms. Rotim believes that consultants who achieve CMC certification will set standards for management consulting in Croatia on a higher level.
- The February 8 edition of *Zagreb News* featured a story about a new Center for Education of Guide Dogs for Disabled People that will be finished by the end of 2006. The building of the Center is a joint project of the Government of the Republic of Croatia, the City of Zagreb and the Mobility Association. Each year, only 10 dogs have been trained in Croatia and there are 70 disabled persons who are on the waiting list to get a guide dog. Ms. Mira Katalinic, a former participant, believes that the number of trained dogs per year will substantially increase when the center opens. Ms. Katalinic, President of the Croatian Guide Dog and Mobility Association, attended training in Budapest in 2005.
- The daily newspaper *National* featured an article on February 7 about former participant Aleksandar Milosevic, who attended training in the US in 2004. After being Program Manager in the Serbian Democratic Forum for several years, Mr.

Milosevic moved on to a new career. Recently, he took the position of Special Advisor to the Independent Democratic Serbian Party, working for its President, Mr. Milorad Pupavac.

- Former participant Slobodan Mikac, former Director of the Free Zone, Varaždin, was featured in the daily newspaper *Vjesnik*, February 18. Mr. Mikac played a key role in the establishment of the entrepreneurial zones in Varaždin along with the city government. At the moment, Mr. Mikac holds the position of Assistant Minister at the Ministry of Economy, Labor and Entrepreneurship and continues to successfully work on Croatian Government programs to develop the Entrepreneurial Zones in Croatia.
- A published press release appeared in Varazdin – online.hr web magazine on March 10 in relation to an in-country training program in Classical Swine Fever and Animal Welfare Workshops held in Varazdin on March 2: The United States government, through the U.S. Agency for International Development (USAID) is sponsoring a series of one-day workshops to provide training in prevention and control of classical swine fever disease, and in animal welfare. The training will provide participants with new knowledge of effective systems of prevention classical swine fever and its control in the event of an outbreak. The training will also enable participants to understand the requirements of EU animal welfare legislation and to develop and implement an animal welfare strategy in Croatia.
- The daily newspaper *Jutarnji list*, March 24 edition, covered Minister of Agriculture Petar Cobankovic's travel for an official two-day visit to the US to meet US Secretary of Agriculture Mike Johanns and the National Coordinator for Avian Flu at the US Department of State, John Lang. One of the important subjects of the conversation was to be avian flu, and Croatia's experience in fighting the disease. Minister Cobankovic participated in a EU Accession Study Tour to Estonia in 2004.
- Three former participants were featured in the web magazine [www.business.hr](http://www.business.hr), March 30 edition. On March 16, Ms. Marina Skrabalo, on behalf of the consulting company MAP Savjetovanja, moderated a conference on "Best Practices of Good Governance: The Experience of Public Administration, Business Sector and Non-Profit Sector". Ms. Bojana Culum and Ms. Suzana Kunac provided an overview of the non-profit sector and the NGO experience.

### **In-Country Training**

- Training of Trainers for SAPARD, January 19-21, was held in Zagreb for 29 participants. This training intervention supported Croatian consultants' capacities to be able to train people on how to prepare and submit EU proposals to obtain financing from the Special Accession Program for Agriculture & Rural Development (SAPARD) fund. The aim of SAPARD is to help the ten beneficiary countries of Central and Eastern Europe deal with the problems of structural adjustment in their

agricultural sectors and rural areas, as well as in the implementation of the acquit communitarian concerning the CAP (Common Agricultural Policy) and related legislation. It was designed to address priorities identified in the Accession Partnerships. After the intensive training course, trainees will coordinate their further work with the Croatian Chamber of Economy (CCE), Ministry of Agriculture and Forestry (MAF), the Paying Agency (PA), and the USAID Agribusiness Competitiveness Enhancement Project (ACE) in order to transfer their knowledge to consultants with the final goal of increased utilization of the available SAPARD funds. Trainers/consultants benefiting from this training of training (TOT) program will be expected to train at least 100 additional Croatian consultants who will be fully qualified to assist private sector enterprises to develop projects that could be funded using SAPARD funds.

- Training-related technical assistance as part of USAID/Croatia's Legacy Program, GONG Fund Development Capacity Building (January-December 2006), provides support for GONG's strategic repositioning to enhance its current fund development capacity by means of a successful shift of fundraising focus to EU funds and enhanced access to individual and private sector funding.
- Training-related technical assistance as part of USAID/Croatia's Legacy Program, GONG International Program Development (January-December 2006), will assist in the development and strengthening of GONG's strategic repositioning related to its need to develop new international programs / international services, which will increase GONG's self-financing revenue for a minimum of 3% and maximum of 8%.
- Training-related technical assistance as part of USAID/Croatia's Legacy Program, the Consultancy for the National Foundation for Civil Society Development (NFCSD): Regionalization of Grant-making (Phase 1) took place in January. The objective of the technical assistance is the establishment of regional institutional grant-making structures. Upon the completion of the TA, newly established grant-making organizations (most likely four to five) will be fully operational. Apart from being regional grant-makers, they will also work very closely with the NFCSD on the issues of transparency, standards and procedures. During Phase 1 of this TA, the consultant and the Foundation's Advisory Board will prepare an initial discussion paper on the decentralization model. The paper will be presented to the Foundation's Management Board and a consultant who will carry out Phase 2 activities.
- Training-related technical assistance as part of USAID/Croatia's Legacy Program, Consultancy for the Coalition for Promotion and Protection of HR in the Implementation of Internal Procedures (January-December 2006), will increase the managerial/governance capacity of Coalition in order to lead to greater effectiveness of the organization. Currently there are ten member organizations of the Coalition: Centre for Civic Initiatives (Poreč), Centre for Peace, Non-violence and Human Rights (Osijek), Centre for Peace, Legal Advice and Psycho-social Assistance (Vukovar), Dalmatian Solidarity Council (Split), Organization for Civic Initiatives (Osijek), Committee for Human Rights (Karlovac), Serbian Democratic Forum

(Zagreb), Association for Peace and Human Rights Baranja (Bilje), Centre for Direct Protection of Human Rights (Zagreb), HOMO—Organization for Protection of Human Rights and Citizens' Freedom (Pula). The ultimate goal of the consultancy is to assist the Coalition in the implementation of Internal Procedures of Communication and Decision-Making.

- The first workshop in series of seven on the topic of Classical Swine Fever and Animal Welfare was held on February 28 in Osijek for 50 participants. Three additional workshops took place March 2 in Varazdin (50 participants); March 21 in Rijeka (30 participants); and March 28 in Dubrovnik (30 participants). The training enabled participants to gain a first-hand understanding of how to implement effective systems of Classical Swine Fever disease prevention and control, in the event of an outbreak. The performance indicators are to put in place systems of disease prevention and disease control and containment in the event of an outbreak.

The training also provided technical information and knowledge to enable participants to understand the requirements of EU animal welfare legislation as it affects the management of selected domestic farm animals, their transportation and slaughter. The participants learned how to prepare/implement an Animal Welfare Strategy Paper that explains in detail animal welfare considerations.

#### **Small Grants and Other Follow-On Activities**

- Mr. Ivan Papric completed Grant No: 11 "Classical Swine Fever Control Study Tour-Application of Newly Acquired Knowledge on Family Farm Level."
- Mr. Miroslav Kovac, grant recipient for "Foot and Mouth Disease Control – Disease Prevention," held the first in a series of educational round tables on the subject of foot and mouth disease on March 23.

#### **Cost-Saving Measures**

- \$1,000 was saved in reduced training fees for the in-country Training of Trainers for SAPARD.
- \$536 was saved in airfare and trainers' accommodations for the in-country Animal Welfare and Classical Swine Fever Educational Workshop.

**Total Cost Savings.....\$1,536**

## **PTP/Kosovo**

For information regarding the most recent training activities for participants from Kosovo please refer to the status chart on page 3.

### **Success Stories**

Please see the Appendix to Section 2 for full details on the following Success Stories reported during this quarter:

- **University of Pristina's Pilot Clinical Law Program Gets a Boost**  
A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. After returning from their training program, the faculty worked with the Dean of the Law Faculty to improve the University's existing pilot clinical law program. They are looking for ways to bring practicing lawyers into the program and to expand the existing program to include other areas such as tax law and immigration law. Additionally, this year 40 graduate students will begin their study in this pilot clinical law program.

### **Media Coverage**

- The *Kosovo Sot* newspaper and *Lajm* newspaper published articles about participants of the US Poultry training program on March 22 and March 27, respectively. The articles focused on the prevention and detection measures for avian flu the participants learned during their training. *Delaware Online* also featured an article about the Poultry program on March 9, and a copy of the article can be found in the Appendix to Section 2.
- The TV station RTK aired an interview with two participants of the UST Poultry group on March 23. During the interview, participants talked about prevention and detection measures for avian flu that they learned about during their training.

### **Third Country Training**

- Management Program for the Sheep Sector took place February 28–March 11 in Thessalonica, Greece. A total of 12 participants were in the group: 8 sheep farmers; an advisor to the deputy minister of agriculture; the chief of the identification and registration unit within the Kosovo Veterinary Food Agency; the owner of the meat processing company; and a professor at the agriculture faculty. The training provider was the American Farm School. The overall goal of the training program was to increase commercial sheep-lamb production in Kosovo and corresponding income and employment through targeted interventions along the production-processing-marketing chain. In a follow-up meeting held on March 22, several participants

mentioned that they had already implemented or plan on implementing improvements in animal feed, health and hygiene as a result of the training.

### **In-Country Training**

- March 21-30, a training program for 28 staff of the Budget Department of the Ministry of Finance and Economy was held in Pristina. The goal of the training program was to teach participants about program and performance budgeting. The trainer was Mr. David Darby. USAID Mission Director Dr. Ken Yamashita spoke at the opening of the training program.
- As part of a technical assistance project in political parties in conjunction with NDI, Ian Marquardt continued his consultancy, February 11–March 10, with the political party AAK; Roy Lakey arrived in March as a consultant to the political party PDK, March 5–March 18; and Kevin Deveaux arrived in March as a consultant to ORA, March 7–April 4.

### **Noteworthy Events**

- February 28, USAID/Kosovo Mission Director Ken Yamashita attended and spoke at a follow-up meeting for the participants who attended training in the US in Court Management.
- The USAID-Kosovo Mission approved the 2006 training plan.

### **Cost Saving Measures**

\$1,926 was saved on airfare for the US program in Development of Court Management.

\$1,200 was saved by translating documents in-house for the US program in Poultry Management and the third country training program in Sheep Management.

\$118 was saved by applying reduced M&IE rates for the third country training program in Sheep Management.

\$300 was saved by translating documents in-house for the Budget Analyst training program.

**Total Cost Savings.....\$3,544**

## **PTP/Macedonia**

For information regarding the most recent training activities for participants from Macedonia please refer to the status chart on page 3.

### **Success Stories**

Please see the Appendix to Section 2 for full details on the following Success Stories reported during this quarter:

- **First National Youth Association Launched in Macedonia to Increase Youth Employment**

Following a US study tour on Vocational School Training the participants - students and the teachers -were given an assignment to establish local youth organizations within their schools. To date, 15 local school organizations have been established, with an organizational structure (president, secretary, vice president, etc.), a plan of activities, and budgets. The local organizations came together at a workshop where they developed the documentation documents necessary for establishing a National Youth Association, and recently the association's first national convention was held.

### **Media Coverage**

- The website of the Association of Housewives of Macedonia was announced as "the web site of the day" in the Macedonian daily newspaper *Vreme* in a January 27 article. The site presents useful information about the activities of the Association and the possibilities of buying some of the products of their members. The website animations perfectly fit with its design, and by clicking on the link for language change, users are transferred to the page of the desired language. In 2005, the Association of Housewives of Macedonia was awarded a small grant for marketing presentation to create a multimedia CD catalogue and a website. They successfully accomplished their goal presented in their Action Plan.
- According to the February 27 edition of *Business Wire*, former participants who are employed by On.net were one of the recipients of the NetEvents Technology Leaders 2006 Awards presented in Garmisch, Germany at the NetEvents European Press & Analyst Summit 2006. On.net received an honorary award for European Service Provider of the Year for Outstanding Innovation. On.net employees participated in three trainings organized by World Learning: "Employee Motivation," "Modern Marketing Skills and Techniques" and "Sales Techniques and Practices".
- On.net again made the news in Macedonia when the newspaper *Utrinski Vesnik* announced on March 22 that the company was sold for 4.7 million euros. "We sold our shares to a renowned foreign investor that has huge experience and knowledge in the field, and we believe that it will bring greater development and improve competitiveness on the market" said Vladimir Pesevski, President of SEAF, the

investment fund that had a majority-share ownership in On.net, and which had been partially funded by USAID. His Excellency Marjan Siftar, the Ambassador to Slovenia in Macedonia, commented that "the partnership between Telecom Slovenia and On.net is important because it will initiate economic cooperation between the two countries." According to Siftar, the agreement confirms that Macedonia is becoming an attractive country to foreign investors, while proving the positive trickle effects of Macedonia's EU-candidate status. During a meeting with members of the board of Telecom Slovenia, Vice President Vlado Buckovski welcomed the company, and justified the favorable business conditions found in Macedonia. Telecom Slovenia sees its future in Southeast European markets, and Macedonia is its first step out of its home turf.

### **Third Country Training**

- Training in Reverse Engineering was held in Celja, Slovenia, February 19-March 4 for 4 participants, given by TECOS Slovenian Tool and Die Development Center, supporting employees at the e-BIZ Center-CIRKO MES CE at the Faculty of Mechanical Engineering Skopje, especially those who have the knowledge and capacity to receive more orders from the EU and/or are capable of providing full package service to EU clients. All nominees are employees at e-BIZ Centre CIRKO MES CE and are involved in different projects that CIRKO has finished or has in progress. The training in Reverse Engineering (RE) will open new possibilities for CIRKO MES CE and its employees, by offering Macedonian tool and die design companies new technologies to solve problems connected with tool and die design.

The aim of the training was to start a cooperative relationship between TECOS/Slovenia and CIRKO/Macedonia in the field of Reverse Engineering. TECOS provides RE services to Slovenian Tool and Mold making companies in the field of 3D digitalization. The training was conducted in 10 working days in Slovenia.

- The First National Research Coordinator Meeting for TEDS-M was held February 12-17 in Hamburg, Germany, where one participant was trained by the International Association for the Evaluation of the Educational Achievement (IEA), Data Processing Center. This training event supported one representative from the Bureau for Development of Education (BDE), National Examination Center. BDE is the branch of the Macedonian Ministry of Education and Sciences responsible for overall education development, including curriculum and textbooks development, teacher trainings, parental involvement, development of national standards to measure student achievement, as well as monitoring and evaluation of schools on and national level. Macedonia applied as a participant to a 4-year Teacher Education Study program in Math (TEDS-M). BDE will be the National Center for TEDS-M for Macedonia. The main goal of TEDS-M is to show whether/how much teacher preparation policies, programs, and practices across the world contribute to the capability to teach mathematics and science in elementary and lower secondary schools.

- Mr. Ahmed Ismail began a program in Romany Language and Civilization at the Institut National des Langues et Civilizations Orientales in Paris in 2005. He was sponsored by USAID to continue his studies for the 2006 academic year, from February through July. It is expected that, upon his return to Macedonia, he will work for the NGO Center for Democratic Development and Initiative (CDRIM), to help preserve and promote the Romany language in Macedonia, and to conduct research in support of government policy in that area. He will be sponsored for the remainder of his studies, pending a positive review of his academic records and achievements as of June 2006.

### **In-Country Training**

- Developing Market Research, Customer Relationships, Contract Development and Sales Implementation Skills for the Members of Sheep Farmer Cooperatives in Macedonia took place March 1-29 in Skopje for 4 participants. The training providers were Ambrosia Gourmet, Inc., Mr. John D. Willsie, jointly with Planum Consulting, Mr. Blagoja Milosevski. The goal of this technical assistance intervention was to support the needs of the members of the Western and Eastern Sheep Farmer Cooperatives (SFC) in Macedonia. The specific deliverables were to enhance the knowledge of market research, customer relationships, contract development and sales implementation of the coop.

This intervention will assist recipients in building successful business relationships with sophisticated buyers at grocery chains throughout the EU. In addition, the recipients will learn how to develop successful relationships with suppliers of goods and services. Finally, recipients will help the coops become significant suppliers of lamb products to large buyers throughout the EU.

### **Noteworthy Events**

- On January 24, On.net celebrated 5 years of existence as an Internet Service Provider in Macedonia. The event was held at Hotel Continental. All the companies in the field that On.net has cooperation with were invited, as well as important people from the government, politicians and international donors. At the event, On.net presented its WiFi Internet connection implemented throughout Macedonia in cooperation with Motorola. Thus, Macedonia has become one of the first countries in the world with complete WiFi coverage. The three trainings that World Learning organized, "Employee Motivation", "Modern Marketing Skills and Techniques" and "Sales Techniques and Practices" in which On.net employees participated, helped them to become a more client-oriented firm.

## APPENDIX TO SECTION 2

- Success Stories for January-March 2006
- Translated article from the *Economic Portal*, Stara Zagora, <http://www.chambersz.com/index.php/content/view/3935/112/>, February 3, 2006, "Matt Brown, World Learning: Community Fund Stara Zagora – A Successful Model"
- "Del. Serves as Model for Fighting Avian Flu," March 9, 2006, *Delaware Online*

### **Local Water Services Improve Through Small Grant Funding in Albanian Municipality**

**Summary:** Citizens of the Municipality of Erseke receive improved water service due to the installment of water meters on private homes and apartment buildings purchased with the help of a USAID-funded Participant Training Small Grant. Metering the water usage of residents prevents the undue depletion of the municipality's water supply and allows officials to properly bill citizens for the service. Likewise, upgrading the water tanks and the pipes has stopped leaks in the system. The municipality now has a solid foundation towards a cost-effective and sustainable water system, which satisfies the citizens.

**Type of Intervention:** TCT

**Group Training Event Name:** Municipal Water Management

**Participants:**

**Participant #1 Identification:**

**First Name:** Vasil

**Last Name:** Dine

**Title:** Head of Service Department

**Organization:** Municipality of Erseke

**Sending Country:** Albania

**Gender:** Male

**Strategic Objectives:** 2.1: Increased Involvement of Civil Society in Economic and political Decision-Making.

**Intermediate Results:** 2.1.3: Increased Independence of Local Administrations from Central Government, 2.1.3.2: Strengthened Capacity of Local Governments.

**Intervention Provider:**

**Provider #1:** LEMTECH Konsulting



Vasil Dine, Chief of Public Services Department, in the southeastern Albanian city of Erseka and Thoma Ndreko, Inspector of Erseka's Public Services Department, visit a home with a large garden to inspect the newly installed water meters.

**Dates of Training Intervention:** 6/27/04 – 7/04/04

**Location of Training Intervention:** Poland

**Field(s) of Study:** Public Administration

### **Context**

In 2004 municipal water services, both for drinking water and sewage, were important issues in Albania. Decades of deferred maintenance had led to pipes and pumps in serious disrepair, major problems of leakage, seriously interrupted services, occasional mixing of sewage with drinking water, and wasteful habits, as well as equally great problems of illegal tapping and non-payment of water bills. Most small towns did not have meters and relied on a formula of consumption per person to determine water bills. Some cities had begun to install meters and a few had the entire city metered. Water tariffs were quite low and below cost. Despite the low rates, most small towns collected only 50% of the amount due and all were operating at a loss covered by subsidies from the central government. Although a thorough analysis had yet to be made, it seemed possible to offer reasonable services with only somewhat higher tariffs if operations were streamlined, costs trimmed, leakages stopped and all bills collected.

With this understanding of municipal water administration, USAID/Albania's Participant Training Program organized a one-week technical training for municipal officials and directors of water supply companies. One of the participants at this training was Vasil Dine, Chief of the Public Services Department for the Municipality of Erseke. The Public Services Department of the Municipality of Erseke is responsible for providing all public works to the 10,000 citizens of this small southern town in Albania. The department also works with the State Water Enterprise to ensure the availability of water. In a public survey of Erseke citizens, only 30% of local citizens were satisfied with the current water service provided by the municipality. Most of the dissatisfaction stemmed from the fact that drinking water was available only six hours per day. Improving the water infrastructure has been one of the department's top priorities. With state funding assistance, the department was able to finance and fully reconstruct the main water supply line from Mt. Gramozi to a central water tank. This project improved water flow from an average of 10 liters per second to 30 liters per second. The amplification in the water supply was enough to potentially provide all the citizens of the municipality with twenty-four hour service, if little wastage occurred.

However, the Public Services Department was hindered from increasing water availability to its residents because it could not measure water usage per individual household and therefore gauge current water supply levels. Without household meters in place, abuses in water use would deplete the current supply. Therefore, the municipality was in need of updating water meters on 800 apartment buildings and providing water meters for 550 homes that previously did not have one. Equally important to installing quality-metered water to citizens of the municipality was replacing new water tanks and pipes close to 30

years old. Although improvement of the water infrastructure has been one of Erseke's top priorities for several years, the Municipal Water Management training sponsored by USAID greatly helped the Erseke officials focus on cost effective solutions.

### **Description of Training Intervention**

The five-day training organized by LEMTECH aimed at providing information on Polish approaches to municipal water management. The training in Krakow consisted of one day of theoretical training in the LEMTECH training center, one day on-the-job practical training in the municipality of Sulkowice, as well as site visits to water utilities in Sulkowice, Szczawnica and Jastrzebie Zdroj. The participants had an opportunity to meet and discuss effective operations of municipal water supply systems with the proper officials. LEMTECH delivered a training program with reduced classroom time and most of the training devoted to site visits focused on practical application. The participants had an opportunity to see how the Polish municipality and water utilities increase the effectiveness of operation by implementing water system rehabilitation activities and improving operational procedures to provide good services and reduce the cost of water delivery. The participants learned how Polish water utilities reduced their operational costs by conducting studies of water supply inefficiencies, which allows them to evaluate the existing conditions of the water network, develop plans and complete examinations of the system using water leak detecting equipment to identify locations of leakage and implement the water system rehabilitation activities. The participants learned how such activities strengthen the capacity of the water utilities and provide a practical input in support of long term business planning and a development of water tariff projections.

### **Organizational Objectives**

The training program was designed to provide twelve municipal water service and elected officials with knowledge and examples of effective and efficient management of municipal water services. Specifically the program enabled participants to identify means of controlling/reducing costs including control of leakage and illegal tapping, the role of metering, billing, and other means in ensuring collections, the elements of an effective public awareness campaign designed to enlist consumer cooperation and low cost technology for such issues as pipe replacement, leak detection, water purification, problems of pressure interruption and pumping.

The training ended with the development of an action plan in which the participants set up the strategies for reaching the following goals, plan and implement an approach for conducting a technical financial analysis of current water service, plan and implement a community awareness campaign regarding municipal water services to reduce waste and increase collection, draft a plan for increasing collection and reducing leakage, and conduct an informal workshop for others in their town to share what was learned. From this training, key points were incorporated into the Erseke project. As a result, the Municipality of Erseke decided to implement the water system project in several stages, which included installing water meters to private houses and apartment buildings, slowly increasing the water supply and availability, and begin a new billing system for metered buildings. To see this plan become a reality, the Municipality of Erseke applied for and

received a USAID-funded Participant Training Small Grant, which would provide enough funds to purchase 200 water meters. This procurement was sufficient support for the municipality to begin the process of restructuring the water system.

### **Outcome of Training Intervention**

Thanks to the funds provided through the USAID-funded Participant Training Small Grant, as of July 1, 2005, all 200 water meters had been purchased and installed at 150 private houses and 50 apartments. Meters were installed in houses and apartment buildings along the town periphery or in those with large yards because those residents would be most likely to abuse an increase in water supply. By reducing water wastage with just 200 water meters, the Municipality of Erseke was able to increase water availability for all its citizens from 6 hours to 10 hours daily. Water runs now from 6 am to 10 am and again from 4 pm to 10 pm.

Through a separate project funded solely by the municipality, two 600-m<sup>3</sup> water pipes were built that connect the main water supply from the town center to the northern and southern periphery of Erseke. These new pipes deliver drinking water to 70 local citizens previously without service. Some of the 200 water meters provided by USAID were installed in their houses. Due to the water meters provided by the USAID-funded Participant Training Small Grant the municipality was able to carry out the new pipeline connection without significant loss of water supply. Metered households no longer abuse the use of precious drinking water to water gardens, wash cars or simply leave the tap open.

### **Analysis**

Through improvements made as a result of experience gained during this training program and follow-on grant as well as other projects, all citizens of Erseke now have access to drinking water with increased hours of service. Local citizens are also paying water fees based on usage instead of flat fees every month. These advancements are necessary towards maintaining a cost-effective water system and keeping local residents supplied with water. As a result, the confidence of community members that their municipality can respond to the needs of its citizens has improved.

### **What Next?**

As of today, approximately 1200 households need water meters installed before the Municipality of Erseke can provide twenty-four hour nonstop water service. The municipality is currently working with the state government to obtain this number of water meters, which the Chinese government recently donated. The municipality expects to obtain these water meters by the end of 2005 and finish their installation by mid-2006. Upon completion of the project, officials will conduct a water services survey for input on the project from the community.

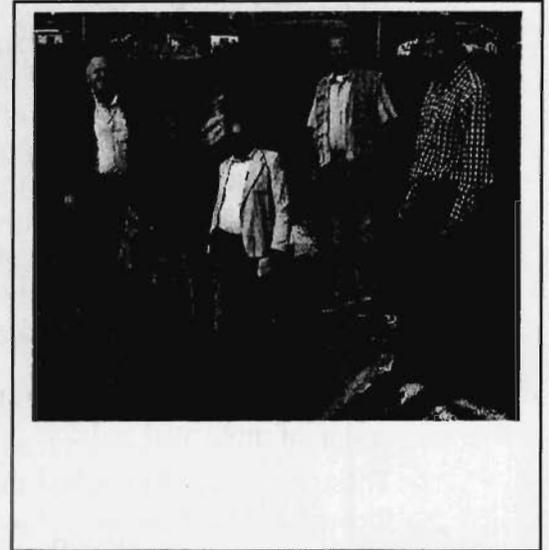
### **Testimony**

Citizens have expressed their satisfaction with the work of the municipality on upgrading the water system. Some of the citizens, Refet Segar and Shaban Sula, expressed their satisfaction with the water meter installation and the increase in water availability to 10

hours a day. "We're pleased to finally be paying for the exact amount of water that we use, rather than the flat fee that we used to pay. And of course everyone is happier to have more hours of running water per day."

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**Irrigation Grant Improves Productivity of Farmland in Rural Albania**

**Summary:** A USAID-funded small grant of less than \$10,000 was awarded to a participant after a local development training program resulted in an additional farm revenue of \$272,000 for 68 rural families. The grant, augmented by in-kind labor from the beneficiaries, was used to rehabilitate nearly one kilometer of irrigation channels. USAID's Civic Forum project provided community members the necessary skills to enable them to work together for their mutual benefit.



**Type of Intervention:** TCT

**Training Intervention Title:** Small investment, huge return – USAID small grant for irrigation improves well-being of 68 rural families.

**Group Training Event Name:** Engaged Citizens

**Participants:**

**Participant #1 Identification:**

**First Name:** Rustem

**Last Name:** Thartori

**Title:** Agronomist for the Commune of Sinaballaj, volunteer engaged citizen of Civic Forum

**Organization:** Civic Forum Group of Sinaballaj, Kavaje

**Sending Country:** Sinaballaj, Albania

**Gender:** Male

**Strategic Objectives:** 2.1: Increased Involvement of Civil Society in Economic and political Decision-Making.

**Intermediate Results:** 2.1.1: Citizen participation in public discussions on key governance issues increased.

**Intervention Provider:**

**Provider #1:** Foundation for Local Government Reform (FLGR)

**Dates of Training Intervention:** 2/27/04-3/4/04

**Location of Training Intervention:** Bulgaria

**Field(s) of Study:** Community Development

## **Context**

The Sineballaj village is located in the Kavaja district, 20 km away from the city of Kavaja. Sineballaj has 160 farming families possessing 330 hectares (Ha) of land of which 20% is lowland and 80% is hills. A World Bank project had repaired the primary irrigation canals, but the secondary canals were still in a state of serious disrepair. Before this project, only 15% of the village's land was arable with a low yield of crops and high cost of production. Despite winter rainfall, old irrigation channels had so deteriorated that farmers were barely able to get water to their land during the summer and overall yield was low. In addition, the old system caused flooding of some land, rendering it unproductive and causing conflict among the farmers. Farmers therefore needed a reliable system of providing water to their crops during dry weather. Although the problem required a collective solution and a water users association had been formed, farmers generally resisted working together. Under a democratic framework, the rights and responsibilities of citizens to take action to improve their lives is often underutilized in Albania. Exercising these rights and responsibilities requires skills that the average citizen has rarely had the opportunity to develop.

The National Democratic Institute, with funding from USAID, has been working with a group of motivated and concerned citizens who have been apart of the Civic Forum process. These citizens have worked through a seven-part, skills-focused training on the following themes: the right to information, leadership, team building/conflict management, strategic planning, message development/communication skills, participatory budget processes and media. In Sineballaj, the Civic Forum had had over two years of training. This group assisted in implementing the irrigation rehabilitation project. The Forum has various activities focused on the issues of the community including working towards the development and consolidation of the association of water users and the local association of farmers. The experience gained by Civic Forum trainings and the cooperation with Sineballaj has lead to support within the community to find solutions to the commune's problems. Reflected by its motto "How can we better help each other in order that all of us move forward," the forum consists of specialists that are experts in different areas such as agronomists, veterinarians, agrarian economists, teachers as well as others. The local Civic Forum group monitored the process of the project, managed the funds, and mobilized the community. The role of the commune was to monitor the implementation of the project and to provide technical support.

## **Description of Training Intervention**

The training program for these engaged citizens of the Civic Forum program took place in several small Bulgarian towns and provided the group with the opportunity to learn about innovative practices underway in Bulgaria. It provided a unique insight into the challenges of citizen participation applicable to rural and semi-urban communities in both Albania and Bulgaria. Participants learned about citizen involvement in decision making through the standing committees of the municipal council, monitoring the transparency of local government, and mechanisms of local economic development.

During the site visits participants met the vice mayor of Svoje and other municipal officials. These government administrators shared their experience working with local media as a

valuable intermediary between citizens and government. Participants talked with ombudsmen from a small community who discussed challenges and achievements of community advocacy. A visit to the Koprivshitsa Tourism Council and Cultural Center allowed participants to connect with representatives of the local government, the Museums Association, NGOs and businesses involved in the creation of the Koprivshitsa sustainable development strategy. This strategy includes sustainable development planning in rural regions and the role of a citizen advisory council in the process of mobilizing community resources and developing new economic models.

### **Organizational Objectives**

Applying insights from his training experience in Bulgaria, Mr. Rustem Thartori and his group of engaged citizens continued to focus their concern on the need for irrigation. The objective for this irrigation rehabilitation project was to increase the surface of irrigated arable land by 133 hectare (Ha) from 40Ha before the project to 173Ha at the completion. Of this total, 46 Ha were in the village of Sinaballaj and 87 Ha in neighboring Peqin. The project also aimed to improve the drainage of the entire irrigated surface of 173Ha, strengthen the association of water management in the period when it is most needed, eliminate conflicts among farmers over water, guarantee a productive village life for the cohesion of its inhabitants and increase the desire for youth to live and work in the village. The project was achieved by cleaning and putting in a concrete surface on four secondary irrigation ditches that had fallen into serious disrepair. These rehabilitated channels were all in Sinaballaj and abutted channels in Peqin, thereby allowing the irrigation water to flow through the Peqin surface.

### **Outcome of Training Intervention**

Sixty-eight families or approximately 400 people in Sinaballaj benefited directly from the implementation of this project. Local beneficiaries contributed by cleaning the old irrigation ditches of debris, whereas the pouring of the concrete was carried out by a local firm after various offers were obtained. Through the project, 961 linear meters (nearly 1 kilometer) of secondary irrigation channels were repaired and surfaced with concrete increasing the amount of irrigated land by 46Ha. Drainage of the original irrigated 40 Ha plus 16Ha of the newly irrigated surface was improved, thus avoiding damage previously caused by flooding of cropland during irrigation. As a result, water loss has been minimized and conflicts over water among the farmers reduced. With this new system in place the overall quality of life for the farmers and their families has improved. Because the repaired irrigation channels now allow water to flow into other channels in the Peqin district, an additional 87Ha in Peqin are now under irrigation. Unfortunately, conflicts over property currently prevent the 85 families involved from planting the land and therefore taking advantage of the new irrigation system.

From the 46Ha planted the season after the repair of the irrigation system, increased productivity led to an estimated total increase in revenue of \$272,000. The grant paid for itself 27 times over.

As a result of the Civic Form training and the Participant Training program in Bulgaria, participants are better able to apply the skills, tactics, and strategies of community

organizing. Further, the participants understand the concept of citizen participation in their communities. The training was useful for participants to identify ways to develop and improve the work on the commune's farms. Farmers have progressed from producing crops solely for their families to the stage of being competitive in local and regional markets. The achievement of this goal was based on a strategy of collaboration between the farmers and the administration of the commune, as well as community mobilization all of which was acquired from the training process.

#### **What Next?**

Because such improvements in irrigation have a speedy, high return on investment, farmers should band together to obtain funds such as micro-finance loans to repair irrigation systems. Mr. Thartori would like to apply for another grant to assist another group of farmers.

#### **Testimony**

Two local farmers named Halim Stafa and Hamza Halili of the Sineballaj Commune expressed their thanks and gratitude for the project and the success it has brought to the community.

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#### **Volunteer Program Assists Bulgarian Senior Citizens**

##### **Type of Intervention:**

UST+TCT (Small Grant)

##### **Group Training Event Name:**

UST/TCT: Improving Municipal Social Services to Citizens

SG: School for Volunteers in the Social Sphere (SG5-02)

##### **Participants:**

##### **Participant #1 Identification:**

**First Name:** Stela

**Last Name:** Dimkova

**Title:** Chairperson

**Organization:** Association for Social Assistance, Dryanovo

**Sending Country:** Bulgaria

**Gender:** Female

**Strategic Objectives:** 2.3 "More Effective and Accountable Local Governance"

##### **Intervention Provider:**

**Provider #1:** North Florida IVC, Inc. in USA

**Provider #2:** Hungarian Mediator Foundation in Hungary

**Dates of Training Intervention:** 15 – 29 November 2003 (15 – 22 November: USA and 22 – 29 November: Hungary)

**Location of Training Intervention:** Tallahassee, Florida, USA and Budapest, Hungary

**Field(s) of Study:** NGOs

### **Context**

In many countries, local governments have found it helpful to provide some social services through independent organizations rather than directly. In January 2003, as a new step that is part of increasing the independence and authority of municipalities in Bulgaria, national legislative changes paved the way for local government to outsource provision of social services to NGOs. Training supported the long-term efforts of the Foundation for Local Government Reform (FLGR), which has been active in supporting these developments.

### **Description of Training Intervention**

Training was designed for a group of specialists in social services, representing national and local authorities, NGOs, academics and FLGR, to see and discuss examples of how local governments in the US and Hungary provide high-quality social services. Both portions of the program focused largely on partnerships with NGOs.

### **Organizational Objectives**

As a result of the training, participants were expected to work towards initial local efforts at improving social services, especially through innovative collaboration between local government and NGOs.

### **Outcome of Training Intervention**

After training, Ms. Dimkova applied for, received, and implemented a PTP small grant to initiate a pilot NGO program to train volunteers to work with senior citizens. The Municipality of Dryanovo agreed in advance to pay careful attention to the grant activity for potential funding later as a social service provided with local government funding through an NGO.

During a six-month period, 10 young volunteers from Dryanovo (aged 16 – 25) were trained in volunteer work and particularly in delivering social services to elderly people living on their own. The volunteers visited 20 seniors twice a week and helped them with medicine delivery, housekeeping, payment of taxes, and preparation of letters and documents.

### **Analysis**

The Association for Social Assistance in the town of Dryanovo is a local NGO that supports disadvantaged people – unemployed, orphans, disabled people, seniors, etc. Their the main target group is seniors living on their own. To improve the potential and the capacity of the Association, as well as to better achieve the association's mission and goals, Ms. Dimkova realized the need of involving new volunteers (young people) in the activities of the association. This idea arose during training in the US, where volunteer work is a tradition and something that many American children are educated about. Ms. Dimkova returned from the US and Hungary convinced that volunteers are an invaluable resource for NGOs. This became a focus for the association and was incorporated into future plans -- and then into the grant activities. Using the grant, the association

strengthened its capacity to offer social services to seniors and to popularize the voluntary social services and the activities of the Association for Social Assistance, and from beneficiaries' prospective – it significantly improved the life of many old persons in Dryanovo.

#### **What Next?**

The municipality has expressed willingness to adopt the program after the end of the PTP grant. Now that the grant has been completed, the staff of the Association for Social Assistance and the municipal administration plan to propose to the Municipal Council that funds for the continuation of the social program be secured from the government. They all believe this social service should be continued in future because it is beneficial for both old people and young volunteers, and has proved its positive effect. If approved and funded by the municipality, the social program will provide at least two new jobs for young people as well as an important social service for the elderly.

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#### **Former Participant Appointed Member of the Negotiating Team for the Accession of the Republic of Croatia to the European Union**

##### **Context and Description of Training Intervention**

Becoming a member of the European Union is the Croatian government's top priority. EU leaders granted Croatia official candidate status in June 2004, and in October 2005 Zagreb received a green light for accession talks to commence. Agriculture is the most important issue for Croatia in the accession process, accounting for a good third of the *acquis communautaire* that the candidates have to adopt, implement and enforce. To assist in the process, USAID Croatia has supported different technical activities and training programs to support Croatia's agriculture sector in the adoption of EU required agricultural policies and programs. The Estonia and Czech Republic are considered good examples for Croatia, and were chosen for study tours. Ruzica Gelo attended these tours, along with top level Croatian Officials from the Ministry of Agriculture and Forestry, Croatian Parliament and key administrative staff from the Ministry of European Integration. The primary goal was to learn the procedures for utilizing pre-accession funds and preparing projects. In the Czech Republic participants learned about how a Paying Agency is structured and how it operates. Another training program, "Adjusting Croatian Agricultural Policy to the EU CAP (common agricultural policy)", which took place in the UK, introduced participants to key policy and technical considerations associated with merging Croatian Agricultural and Rural Development Policy with that of the EU, specifically to assist the participants to prepare the National Development Strategy for use of EU pre-accession funds.

##### **Outcome of Training Intervention**

After attending three PTP activities related to EU accession, Ms. Ruzica Gelo was appointed to Croatia's negotiating team and is directly responsible for the Chapters on Agriculture and Rural Development, Fisheries, Food Safety, Veterinary and Phytosanitary Policy, Consumer and Health Protection. All three training programs that Ruzica Gelo attended addressed issues related to the reforms that Croatia is pursuing, and increased her capacity to become a leader in the accession process. The training was

implemented by World Learning, in support of the USAID Agribusiness Competitiveness Enhancement Project, administered by Development Alternatives, Inc. The programs provided Ms. Gelo and the other participants with knowledge on how to begin harmonizing Croatian agricultural policy measures to European Union policies. As a result of her training, Ms. Gelo participated in design of accession programs and is central to its implementation. She is leading a group of more than 800 experts, will provide support to the Chief Negotiator from the agricultural cluster, and will be responsible for drafting of the negotiating positions in agriculture and related reports. A Special Accession Program for Agriculture & Rural Development (SAPARD) agency was established this year within the Ministry of Agriculture with funding of approximately \$32 million, and the program in the Czech Republic also prepared the participants to work with SAPARD funds.

**Participant Data:** Ruzica Gelo, Deputy Director of the Agriculture, Food Industry and Forestry Department at the Croatian Chamber of Economy

**Name of Group:** EU Accession Study Tour

**Date and Location of Intervention:** June 6 -11 2004, Estonia

**Name of Intervention Provider:** Janeda Training and Advisory Centre – Estonia

**Name of Group:** Adjusting Croatian Agricultural Policy to the EU CAP

**Date and Location of Intervention:** December 8-9 2004, UK

**Name of Intervention Provider:** AGRA Informa – UK

**Name of Group:** EU Accession: Learning the Czech model

**Date and Location of Intervention:** January 30 – February 5 2005, Czech Republic

**Name of Intervention Provider:** KNO Cesko in cooperation with Centrum Dohody

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**Increase, Quality, Production and Standards Result from US Training in Dairy Processing for Kosovars**

#### **Context and Description of Training Intervention**

A training program on milk production and dairy processing helped Kosovar dairy processing plant owners, farmers, vets and representatives from government agencies learn livestock care, dairy handling, testing and transportation techniques to improve raw milk quality and boost production rates. Although this training program was conducting in the fall of 2004, the follow-on activities of the program are the result of concerted efforts on the part of the program's participants throughout 2005 and demonstrate the training program's long-term impact.

#### **Outcome of Training Intervention**

Since returning from the training program, the Bylmeti Company has worked with and trained more than 150 dairy farmers/suppliers in improved livestock care, dairy handling and transportation techniques in order to improve the quality of the raw milk Bylmeti uses to produce dairy products. The higher quality milk that they are now receiving from

farmers has allowed Bylmeti to introduce new products, such as sweet yogurt, and has earned the company an improved quality rating. It has also boosted the company's production (as higher quality milk produces a higher yield). During 2005, Bylmenti's production grew by 42% in comparison with 2004.

Mr. Alajdin Fusa, the General Manager of ABI Company, says the training program was fundamental in building a dialogue between milk producers, processors, and testing/licensing agencies and in introducing dairy quality standards in Kosovo. Following the training, the Veterinary and Food Service Agency introduced dairy licensing standards (consistent with EU standards) in Kosovo to ensure the quality of raw dairy products in the market, and a laboratory testing system was introduced in the dairy industry in Kosovo.

Mr. Fusa reports that the training has also helped ABI Company improve the quality of raw milk they use to make dairy products. Since returning from the training, ABI Company has trained and worked with their milk suppliers to improve raw milk quality and has set up standardized testing at its milk collection centers.

Finally, Mr. Fusa was particularly impressed by the Dairy Expo that the training group attended in Wisconsin. ABI has already organized two prize livestock shows and is currently planning a "Show Dairy" for Prizren, Kosovo modeled after the Dairy Expo.

#### **Participant Data:**

**Name of Group:** Improving Competitiveness of the Dairy Sector

**Date and Location of Intervention:** September 25- October 9 2004, Wisconsin

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#### **New Think Tank in Macedonia Formed by Returned Participant**

##### **Context and Description of Training Intervention**

Islam Yusufi is currently completing a PhD on the subject of European Integration in the Western Balkans at Southeast European Research Center of the University of Sheffield in Thessalonica, Greece. His PhD seeks to assess the extent of the political, economic, and institutional development of sub-regional governance structures in the Western Balkans by examining the meaning of key concepts, such as governance and European integration, and sketches the types of governance structures that have emerged from the transition period. Its particular focus is on democratization, state-building and stabilization processes in the region and the effects of the EU in this regard.

##### **Outcome of Training Intervention**

The PhD program has been instrumental in encouraging Mr. Yusufi to initiate and become a founder of Analytica, a think-tank established in September 2005 as a non-for-profit independent institution dedicated to helping individuals and institutions foster lasting improvement in democracy and governance in Macedonia and elsewhere in Southeast Europe. Analytica promotes greater cooperation and understanding among the people of Macedonia and Southeast Europe.

Analytica provides high-quality research and expert opinions on issues ranging from foreign affairs, public administration, public policy, media, to economic and educational reform. Its staff can support government and non-governmental institutions with over 10 years of combined expertise. On October 28th, 2005, Analytica published the results of its research on Macedonia's readiness to membership in the EU, just prior to the issuing of a European Commission opinion on that subject.

In addition to its own capabilities, Analytica partners with key external institutions and resources in order to expand both parties' capabilities. Analytica operates with an innovative and flexible approach that puts together "Rapid Reaction Forces" teams (RRF). Based on their areas of interest and past experience, each RRF is carefully structured to meet the requirements of a specific project. RRF are assigned key responsibilities to develop and operate short- and long-term research programs and projects. This allows Analytica to remain flexible and responsive to changing national, regional, and international circumstance and trends in areas of expertise and experience covered by Analytica.

Analytica benefits from diversity at all levels and has broad-base support among various layers of society. It values tolerance, dialogue and diversity as the way to achieve co-existence, peace, happiness and calmness. It promotes ideas that aim to achieve the strategic goals of Macedonia and [other countries in the region] within their integration in Euro-Atlantic structures, for "Ideas have consequences, but they must be promoted aggressively," says Mr. Yusufi.

**Participant Data:**

**Name of Group:** Islam Yusufi, Counselor, Foreign Policy Department (NATO and EU Affairs), Cabinet of the President of the Republic of Macedonia

**Date and Location of Intervention:** September 2003 – September 2005, Thessaloniki, Greece

**Name of Intervention Provider:** South - East European Research Center, University of Sheffield and CITY Liberal Studies

## Site Visit Report

### TCT "Structural Funds Trainers' Development"

Full program: 10 – 16 October 2005 in Portugal; 16 – 21 October 2005 in Poland

World Learning Bulgaria Program Officer Kremena Natcheva

**Training Provider:** FundEuropa (Portugal), Unilob (Poland)

**Location:** Portugal and Poland

**Dates of Visit:** 10 – 21 October 2005 (including travel days)

#### **Participants:**

- 01) Zhivka Nikolova, Deputy Director, American University in Bulgaria/Center for European Programs
- 02) Gergana Maneva, Project Coordinator, American University in Bulgaria/Center for European Programs
- 03) Marina Dimova, Program Coordinator, FLGR
- 04) Nikoleta Efremova, Training Manager, FLGR
- 05) Nikolay Todorov, Director of Competitiveness and Entrepreneurial Skills Department, BSMEPA
- 06) Vessela Veleva, Expert, International Relations and Projects Implementation, BSMEPA
- 07) Todor Stanev, Trainer/Consultant, Center for Entrepreneurial and Executive Development
- 08) Daniela Ushatova, Municipal Budgets Expert, NAMRB
- 09) Zoya Asenova, Deputy Mayor of Pernik, NAMRB Member
- 10) Gabriela Bakalova, General Secretary, IPAEI
- 11) Stanka Mincheva, Training Manager, IPAEI

Kremena Nacheva, Program Officer, USAID Participant Training Program (World Learning) traveled with the group at the Mission's request. Her role included both monitoring functions and program-related assistance.

#### **Purpose of Visit:**

The main purposes of the monitoring visit were to observe a new training provider and new interpreters, and to ensure that PTP is appropriately positioned to support USAID's training planning in a priority content area. The program was cross-cutting and supported several, disparate USAID-funded projects; no single project or partner had a leading role. A PTP person was sent at the Mission's request for the entire duration to ensure productive discussions about impact and follow-up/follow-on, including discussions about a follow-on seminar(s) that reaches a broad audience and multiplies the impact of the study tour (beyond each organization's work in training its standard constituency). Enhancing continuity between the Portuguese and Polish portions of the study tour was another role of the PTP representative.

Part of the function of the PTP person was to monitor a new training provider in Portugal. In addition, since the focus of the program was on training and EU funds, the content was of particular interest to World Learning in continuing thinking about a possible future in Bulgaria (or elsewhere in the region) beyond USAID graduation.

The subject matter of this program – enhancing capacity to absorb EU post-accession funds -- is of exceptionally high importance to USAID as is shown by the fact that this was a second PTP intervention in this particular area. USAID expects to include more programs in this content area in the FY2006 Training Plan.

### **Personal Observations:**

The opportunity to participate in the entire training event revealed to me the practical merits of a well-designed and carefully-planned program. Not only was I able to benefit from the content but I also engaged in discussion with the participants and returned better informed about their core missions and immediate goals, interests and needs in the context of Bulgaria's European Integration. WL eventually applied this new knowledge and awareness in the process of developing concept proposals for the FY2006 assistance.

The schedule was a balanced mix of academic type of meetings and site visits, which collectively covered almost the full array of perspectives on two diverse systems of EU fund management: one at an advanced stage and the other still being tested and modified. In view of this, the Polish experience was considered more immediately relevant in the present stage in the process of Bulgaria's European integration, but Portugal provided useful information and insights also.

### **Training Program Content:**

In both countries the group learned about the practical side of EU financial support available to member states as a mechanism to complement state and private funds. The formula selected by the provider institutions was to start at the higher, government authority level, and work down the levels of intermediary bodies, beneficiaries and ultimate beneficiaries so as to best demonstrate their interdependent roles within the system. Thus the trainees learned about Structural and Cohesion Funds from experts at: Ministries (which manage, supervise and allocate entire Funds such as the European Regional Development Fund or the European Social Fund); Agencies (in charge of project selection); private banks (providing preferential credits to implementers); business associations, municipal associations and NGOs (the actual implementers of projects, some of which include a role as selection entities as well).

### **Interpretation:**

An earlier program in Portugal ("Cooperation in Planning and Implementation of Regional Structural Policies", January 2005) had shown that one of the interpreters – Vanya Gonevska – possessed the professional and interpersonal skills to be the lead Portuguese interpreter for this event as well. She was asked to recommend a colleague she would feel comfortable working with. This is how Maya Daskalova was hired. Similarly, for the Poland portion one of the interpreters was hired based on her excellent record with World Learning – Ms. Yordanka Okon is a Bulgarian settled in Krakow, PL. The second interpreter – Dilyana Dencheva – traveled from Bulgaria and made an impressive debut although health problems at one point threatened to interfere with her work. The level of English varied considerably both within the Bulgarian group and the Portuguese/Polish hosts so having teams of two interpreters was clearly necessary.

Both Portuguese interpreters' command of the Portuguese language was remarkable because of the various contexts they had to "perform" in. Ms. Gonevska's technical skills and endurance appeared slightly stronger than Ms. Daskalova's. The latter was less confident during the training sessions which may be the result of her artistic bend. The team diligently expanded their glossary so that specialized terms would be rendered by their accepted Bulgarian equivalents.

An important point I insist on making here is that Ms. Daskalova is not a very friendly or likeable person and unfortunately the participants shared their dissatisfaction with her attitude. She allowed herself to speak negatively of the FundEuropa Facilitator – an act that would have been inappropriate even if justified.

I would highly recommend Vanya Gonevska as the number one choice for future needs of Portuguese-Bulgarian interpretation, whether in-country or abroad. The two Polish-Bulgarian interpreters – Ms. Okon and Ms. Dencheva – deserve the same status.

### Logistics:

Logistics were excellent in both countries. Accommodation during the week in Portugal was at a single hotel and therefore more convenient as opposed to the situation in Poland. Travel was involved in each of the model countries in order to maximize the benefit of the training experience. Transportation was provided for all of the scheduled sessions and cultural events, and guidance on getting around towns was provided as necessary.

Incorrect estimation of driving times caused minor problems in both Portugal and Poland; fortunately this did not lead to cancellation of meetings or other items on the schedule.

Coffee breaks and lunches at both training locations were generous and well-organized. The sightseeing tour of Lisbon, the Gulbenkian Foundation Symphonic Concert and the evening of traditional Portuguese food and fado were appreciated by the exploring minds. In Poland, due to the tight working schedule, cultural encounters mainly happened at dining venues but were nonetheless enjoyed by everyone.

### Training provider:

All sessions in Portugal were facilitated by Mr. Luis Madureira Pires, who was one of Portugal's EU membership architects back in the 1980s and 1990s, occupying the position of Head of the General Directorate – an authority in charge of EU fund allocation, expenditure and monitoring. He continued his career as an independent consultant (in his own company, FundEuropa, which was the formal Training Provider) drawing upon his many years of experience with various aspects of Portugal's planning for and use of EU funds and public-private partnerships. He is obviously a well-respected and influential professional – an asset which was automatically transferred to the Bulgarian visitors as well. Numerous materials (hand-outs, slides, booklets, brochures, etc.) were distributed at all sessions.

In Poland the group was escorted by the Unilob Consultant Mr. Artur Nowicki who also served as facilitator and logistics coordinator. The combination of these roles is not always the best solution even with somebody as energetic as Mr. Nowicki. There is a tendency for logistical or administrative details to require too much attention at times, even when sound preparations and vast experience are in place.

**Site Visit Report**  
**by Tanja Georgievska and Sonja Stefanovska Jovanovska**

**TCT “Marketing Skills for Outsourcing of Macedonian Machine Tool Companies”**

Full Program: November 6-12, 2005 Celje, Slovenia  
TCT Monitoring Visits: November 9-12, 2005

**Training Provider:** TECOS, Slovenian Tool and Die Development Center

**Location:** Celje, Slovenia

**Dates of Visit:** November 9-12, 2005 (including travel dates)

**Participants:**

1. Ms. Dafinka Kuzmanova-Nikuseva – Rade Koncar alatnica, Skopje;
2. Mr. Branislav Spasevski – Svemek alatnica MZT, Skopje;
3. Mr. Gjorce Todorovski – TT- Plast, Skopje;
4. Mr. Atanas Kocov – CIRKO MES CE, Skopje;
5. Mr. Ljupco Jovcevski – FOD Novaci, Bitola;
6. Mr. Goran Dimovski – Koki D Kompani, Skopje;
7. Mr. Boge Boskovski – Boge, Skopje;
8. Mr. Stojce Stojcevski- Stojcesvki; Skopje
9. Mr. Pece Dzajkovski- Mikron Tech, Prilep;
10. Mr. Nenad Ivanovik, 30 juli, Kumanovo.

**Purpose of visit:**

The training was monitored by Ms. Tanja Georgievska and Ms. Sonja Stefanovska Jovanovska. The main purpose of the monitoring visit was to ensure that PTP is appropriately positioned to support USAID’s training planning in a priority content area. The program was within a sector of the Macedonian Economy that shows much promise for the future. One of the objectives of the Mission in Macedonia is to support firms or industries that can generate export income, and thus create jobs in a country where the unemployment rate is close to 35%. In addition, it is part of World Learning’s policy to provide local staff with opportunities for professional growth directly linked to their job responsibilities and the goals of the project managed by World Learning.

The overall goal of the training was meant to enable the trainees to better:

1. Establish direct contacts with Slovenian, Austrian and other European clients
2. Understand the ways in which they can use ICT to decrease manufacturing costs and raise the average selling price of their products; higher profits, lower testing costs by using ICT;
3. Identify specific niches and potential customers and have better knowledge in how to use ICT to communicate with those customers; data exchange-drawings, 3D models of tools and dies;

**Training Program Content:**

The training we observed during our visit mainly focused on the following:

**Visits to companies in Celje region, Thursday, November 10, 2005**

In Celje, participants visited Gorenje Orodjarna and EMO Orodjarna. The visits comprised of a meetings with the Managers of several Departments at both companies. During the meetings the

Managers of Gorenje Orodjarna and EMO Orodjarna presented their companies, the company profile and future orientation. Questions were raised by participants both during the presentation and afterwards during the observation tour. Participants were able to see more advanced machine and they had an opportunity to explore the possibilities of cooperation with the Slovenian counterparts.

#### **B2B meetings, Friday, November 11, 2005**

For the needs of the networking activities, special B2B meetings were organized by the Training Provider. Eight (8) Slovenian tool and die making companies and injection molding companies were present at the B2B meetings. The plan for the B2B meetings was focused on the bilateral meetings and establishing direct personal contact to most advanced Slovenian tool and mold making companies. At the beginning of the B2B meetings, all companies made a short presentation for their company's profile and services. Each of the B2B meeting lasted 15 minutes, and then the rotation was made according to participant's interest to meet a specific company. During our talk with participants, they have expressed their profound satisfaction from the training, especially from the B2B meetings, which according to them were a crown of the 5-day training in Slovenia.

At the end of the B2B meetings, participants worked on finalization of the group action plan.

#### **Logistics and cultural activities:**

All aspects of logistics were well organized. Comfortable transportation was arranged for the site visits. The hotel was close to the training venue and its facilities were excellent. Coffee breaks were well-organized and meals were substantial. The training provider organized a guided tour through Celje which was followed by a formal reception at the City Hall of Celje. Present at the reception were the Mayor of Celje, the President of TECOS, Managers of Slovenian Injection Molding Companies and His Excellency, Ambassador of Republic of Macedonia in Slovenia. All speakers referred to the importance of the cooperation between Macedonia and Slovenia and both sides expressed willingness to further accelerate it and support activities of similar kind.



The certificates were handed to participants during the reception.



After the graduation ceremony, a theater group performed a medieval play with dances typical for Celje in that period of time. At the end a cocktail reception was organized for all guests.



**Training Provider:**

TECOS submitted a very good proposal which proved to be mostly relevant and on-target in practice as well. The training provider demonstrated a profound familiarity with the topic. In addition, TECOS presented an excellent relation with all private machine tool companies in Slovenia. A major part of the expertise imparted by TECOS has experience and cooperation with other European countries which implied the possibility of opening other EU markets for the Macedonian companies (e.g. first phase of the training). Finally, the training provided by TECOS was expected to improve the cooperation between Macedonian and Slovenian SMEs and open "a gate" for future business and development of Macedonian machine tool, tool and die design industry.

**Additional comments/recommendations:**

TECOS did an excellent job with both phases of the program. They demonstrated a great interest in satisfying the clients – USAID, participants and World Learning/PTP. Therefore, we would definitely recommend TECOS for future trainings.

Participants were very cooperative and committed to both phases of the training. Each of them gave a very good power point presentation during the B2B meetings. Judging upon participants' satisfaction from the training and based upon their evaluation and action plan, we hope that they will be able to apply what they learned in their everyday work.

Appendix 2-A  
Success Stories – January-March 2006

**First Use of New Credit Tool Helping the Municipality of Stara Zagora, Bulgaria Re-establish Traditional Attractions**

**Context and Description of Training Intervention**

One of the components of the USAID Local Government Initiative supports the development of the municipal credit market. A series of activities have been undertaken, such as the development of the Municipal Debt Act. This Act, which sets forth a comprehensive legal framework for municipal borrowing, passed in Parliament in early April for application in 2005. With the adoption of the Municipal Debt Act, and with improvements in the national macroeconomic situation and the financial sector, debt issuance by municipalities is expected to increase. Previous PTP study tours helped convince policy makers of the need for this legislation and helped arm the legislative drafters with appropriate technical details. This new regulatory environment is helpful to municipalities, and is also a positive step towards protecting lender rights and preventing wrongful borrowing.

The broad goal of the study tour in Romania (“Municipal Bonds Issues in Romania”) was to help carefully selected decision makers and practitioners related to Bulgarian municipal bond markets develop concrete ideas about utilizing the municipal bonds mechanism in Bulgaria.

The program was conducted in 3 Romanian provinces, starting in Bucharest with an overview of the municipal debt market, and visits to the Ministry of Finance and the FALR (the Romanian counterpart of the Bulgarian National Association of Municipalities). The Romanian Stock Exchange (BVB) was also involved in the program (although the Romanian Securities and Exchange Commission representative was not able to participate as initially agreed). Meetings with investment funds and investment companies also took place in Bucharest, after which the participants were taken to Alba Ulia to study the examples of Municipal Bond issuing at the local level. The group also met with the Mayor of Alba Ulia and the Mayor of Predeal. On the last day, the group finalized Action Plans.

Some of the specific training topics included: market principles regarding managing municipal resources and building municipal creditworthiness; regulatory framework for the establishment and operation of specialized financial intermediaries; regulatory framework related to insurance of debt obligations and municipal insolvency; and guarantee facilities for the municipal sector. (Private guarantees or insurance of municipal debt has been widely utilized in EU countries to reduce creditors’ risk and enhance municipal debt’s creditworthiness.)

**Outcome of Training Intervention**

Within two weeks after the completion of the study tour, one of the Municipalities represented, Stara Zagora, issued five thousand municipal bonds. The capital raised from

this operation will be used to finance the rebuilding of the city opera palace and the regional historical museum, as well as for some infrastructure projects (mainly building and maintaining some of the city roads). Reconstructing the two historical monuments (combined with a better local infrastructure) will help the city regain its traditional attractiveness and its historical role as one of the leading cultural areas in Bulgaria.

Bonds are instruments for raising capital. They are preferred by central and local government institutions, since they provide fast capital funding and the principal (the face value) is paid to the owner only at the end of the maturity period, only the coupon rate (interest) being repaid to the owners of the bonds at certain periods during each year. In this way, a Municipality can finance large projects without having large expenditures during the entire maturity period and then, assuming that it will be developing as a more attractive area during the period and having succeeded in collecting enough funds from taxes and other income, will be able to repay the principal.

The bonds were issued at a face value of 1000 BGN each over a 10-year maturity period. The total value of the 5 million BGN (2.5 million Euro) of the emission makes it the largest emission of municipal bonds issued in Bulgaria over the longest maturity period of this kind of municipal credit instruments in the country. The underwriting intermediary bank of the emission, HVB Biochim, was represented in the group.

Three months after the initial steps the Bulgarian Stock Exchange had signed the contract for including the emission on the Secondary Stock Market and all the bonds were sold. In November the Municipality of Stara Zagora paid the first of the two coupons to the owners of the bonds.

It is expected that other Municipalities in Bulgaria, including Plovdiv -- also represented in the study tour -- will soon use municipal bonds instead of the usual municipal loans to finance longer term projects. The Municipality of Plovdiv has already taken the decision to finance an infrastructure project by indebteding the Municipality for 25 million Euro, and this debt will be composed of a mixture of direct long-term loan and/or Municipal Bonds issued by the Municipality.

The PTP study tour played an important role in Stara Zagora's steps. First, the success observed in Romania gave the participants (in their own words) the courage to develop this product (municipal bonds) and provided the reasons for using this instrument instead of municipal loans. Second, it helped the participants from both the financial/banking sector and local government overcome the fear of using long-term maturity municipal bonds based on the success of Romanian municipalities. Third, the timing of the program gave the representatives from Stara Zagora the opportunity to work together with the municipal bonds underwriting intermediary bank of the emission to finalize the operation before June 1 2005, when the application of the new Municipal Debt Act would have led to sluggish procedures in issuing municipal bonds -- in which case they wouldn't have been able to use this mechanism in time to finance their projected activities.

## **Participant Data:**

**Name of Group:** Municipal Bonds Issues in Romania

**Date and Location of Intervention:** 7 - 14 May 2005

**Name of Intervention Provider:** VMB Partners, Romania

## **Summary**

A training program in Romania to study the mechanism of issuing municipal bonds has yielded immediate results. One of the municipalities represented – Stara Zagora – has issued 5,000 municipal bonds, at a face value of €2.5 million, and will use the capital to finance, among other things, the opera house and the museum. Another municipality – Plovdiv -is also planning bond issue.

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## **Bulgarian Participants Advance Mediation as Alternative to Court and Establish Association**

### **Context and Description of Training Intervention**

Pursuant to the Mediation Act, by the second quarter of 2005, the Ministry of Justice was charged with adopting educational standards for mediators, procedural and ethical rules for mediators, and a unified register of mediators.

In broad terms, the PTP training program “Implementation of the New Mediation Act” was meant to help the Ministry of Justice working group complete a detailed proposal for rules, regulations and systems related to establishing a mediation system. The overall goal was for the participants to learn about aspects of the system in the Netherlands, with a focus on: the structure of the system; education, certification and ethics for mediators; register of mediators and regulation/supervision of the system. The main topics in the discussions included: the main bodies responsible for the operation of the mediation system; steps in the process of court-referred mediation, from the moment a judge makes the referral to the moment the procedure is completed; organ(s) responsible for training and certifying mediators; a typical training/certification program (curriculum); trainers and how they become certified/licensed as trainers; fees for mediator training; fees for mediation services; ethical standards; and mediation register(s) organization and maintenance.

The program was conducted mainly in the town of Arnhem, with visits in The Hague and Rotterdam. The part of the program in Arnhem included an overview of court-referred mediation in the Netherlands, discussions with mediators and experts in the system, and a visit to a first instance court. The meetings in The Hague helped the participants understand the Dutch governmental policy on court-referred mediation through meetings with a project leader of the ADR department at the Dutch Ministry of Justice. The same day the group was also introduced to the position and role of Supreme Court in the Netherlands legal system and the role of the Council for the judiciary in supporting court referred mediation. Another day was spent at Rotterdam, to visit and learn about the National Mediation Institute (NMI) of the Netherlands. The group met with the director of NMI, Mr. Paul Walters, to discuss organization, activities, fund raising, and Professor

Jagtenberg from the NMI added the perspective on (court-referred) mediation and the legal system in different European countries. The final day was spent in Arnhem for discussions with a couple of attorney/mediators, meeting with the director of the Arnhem Legal Aid Bureau Lubbers.

### **Outcome of Training Intervention**

The timing of this study tour was selected to precede the official approval of 1) the Rules and Requirements for inclusion in the Unified Register of the Mediators, 2) Procedures and Ethical Rules of Conduct for Mediators and the 3) Training standards for mediators. Most of the working group members, including three representatives from the Ministry of Justice, took part in the study tour. It turned out to be exactly what the participants needed in order to finalize the above mentioned documents. On June 17, less than 2 months after the PTP study tour, the Minister of Justice approved as 3 separate orders the respective documents developed by the working group. The draft texts of the 3 orders were developed prior to the training program on the basis of paragraph 1 of the Mediation Act that had already been enacted by Parliament and the experience, knowledge and skills acquired during the one week study tour enabled the group to finalize and refine the texts and in addition gave them confidence to support their vision.

Subsequently, a National Association of Mediators was formed, with the Ministry of Justice represented in the Board of Directors. Most of the participants in the study tour are on the Board of Directors and all of them have become the founders of the Association. The members of the National Association of Mediators will seek further support by the Government in order to become fully institutionalized and thus become eligible for funding from the State Budget. During an international forum held in Barcelona last year, our partners from the USAID/Attorney Professional Development Initiative (APDI), implemented by ABA/CEELI, presented Bulgaria's achievements and according to them the audience was very impressed by the legislative changes in Bulgaria. Participants in the event considered that in certain areas Bulgaria was ahead of some European Union member states in terms of harmonizing legislation with EU directives.

As of February 1, 2006 the Bulgarian Ministry of Justice has been accepting applications for inclusion in the Unified Register of Mediators and since the end of 2005 the Ministry has been accepting documents from organizations that would like to provide training for Mediators. The organizations that provide training for mediators will issue certificates that the require minimum number of hours (60) of training have been met by the respective mediator, a criterion that the participants agreed upon based on their direct observation in the Netherlands, where the system has the same requirement. The group also continues to be in touch with some of the lecturers from the Netherlands and mainly with Mr. P. Walters, the director of the Netherlands Mediation Institute.

In March 2006 the orders about the rules and requirements for inclusion in the Unified Register of Mediators, the Procedures and Ethical rules and the Training standards approved by the Minister of Justice are expected to become by-laws of the Mediation Act. In addition, changes in the Civil Procedure Code for faster case processing by the

courts are being developed and one of the participants in the program (and a former trainee in a US based study tour on Court Administration), Mr. Stanislav Georgiev, is an active member of the task force.

Meanwhile, USAID support for mediation continues in Bulgaria, and an upcoming PTP study tour in the US will support the development of several commercial mediation centers.

**Participant Data:**

**Name of Group:** Implementation of the New Mediation Act

**Date and Location of Intervention:** 25 April – 1 May 2005, Netherlands

**Name of Intervention Provider:** The Netherlands Court Connected Mediation Agency

**Summary**

A work group, that included 3 representatives from the Ministry of Justice, went to the Netherlands to observe the rules, regulations and systems related to establishing a mediation system as an alternative to the traditional court procedure. Since their return home they have been instrumental in the formation of a National Association of Mediators, and many of them are on the Board of Directors. The Ministry is now accepting applications from organizations that will provide training and issue certification for mediators, according to the criteria observed in the Netherlands.

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**Croatian City of Buzet is Implementing a Municipal Program Observed in Oregon**

**Context and Description of Training Intervention**

The cities of Buzet, Labin and Pazin have been part of the LGRP City Twinning Program since October 2004. In this time, the cities have established a working relationship with the cities of La Grande and Pendleton and the Northeast Oregon Economic Development Agency, in the US. As a result of this relationship, local officials of Buzet have implemented a municipal emergency services strategy that they observed in Oregon. While taking part in a Local Government Reform Project Twinning exchange in Oregon in March 2005, organized by World Learning, members of the Buzet delegation learned about the practice of using municipal firefighters not only for firefighting but also as first responders in medical emergencies (providing first aid to accident victims). Oregon firemen are specially trained in providing first aid services and their vehicles have equipment that allows them to render emergency aid at disaster locations and provide help before the arrival of medical teams. This practice has been applied in thousands of American towns and cities and although it is considered a routine and rational use of human resources and emergency capabilities, it is novel in Croatia. This city twinning activity has resulted in the implementation of practices that will improve the use of emergency personnel, will improve the response time for emergencies and will be a model for other cities throughout the country.

**Outcome of Training Intervention**

As an outcome of the visit to the United States, Buzet's economic development action plan now mentions a keen interest in exchanging information about US and Croatian firefighting functions, organization, and training. The City of Buzet recently purchased new equipment that will allow fire teams to provide emergency first aid at disaster locations and provide help before the arrival of medical teams. This is the first Croatian example of adopting the US model of using fire departments to collaborate with medical institutions to respond to emergency situations. By implementing this model, Buzet has achieved better management of its financial and human resources and has increased a capacity of local emergency units ultimately leading to the fast reaction that is so necessary for saving human lives.

### **What Next?**

Until the end of FY06 USAID will continue with the City Twinning program linking local government officials from the US with their Croatian counterparts. As part of this exchange, Croatian local governments will continue to observe public administration practices in the US and have the benefit of American administrators visiting Croatia to provide direct technical assistance. These twinning exchanges are developing into long-term relationships that will be sustained after USAID's presence in Croatia. In some cases, the exchanges have evolved to include shared strategies for economic development, expanding the tourist season, introducing convention hosting, adopting new accounting systems for financial management, developing asset management strategies that increase revenues to local government budgets and other modern methods for public administration.

### **Testimony**

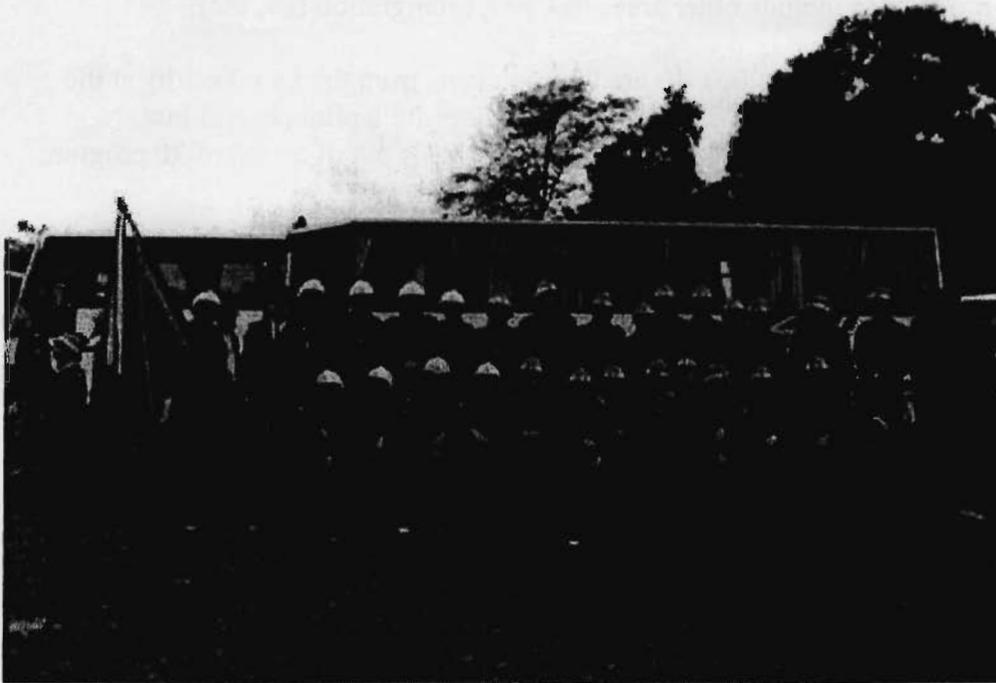
When asked about his impressions on the usefulness of the training program that he attended, Mr. Radovan Nezic Head of City Government Offices from Buzet said: "the example that we have seen in Pendelton was extremely useful and practical for the firemen and the community in Buzet, although we could not implement it entirely due to the differences in legal framework".

### **Participant Data:**

**Name of Group:** City Twinning II Buzet, Labin and Pazin (Inner Istria) / Northeast Oregon State

**Date and Location of Intervention:** February 25 – March 5, 2005, La Grande and Pendelton, OR

**Name of Intervention Provider:** ICMA International, 777 N. Capitol Street, NE Suite 500 Washington, DC 20002, tel: (202) 962 3692, fax: (202) 962 3681, contact person: Daniela Kissova



### **Buzet Firemen**

#### **Summary**

While taking part in a city twinning exchange in Oregon, city leaders learned about the practice of using municipal firefighters not only for firefighting but also as providers of emergency first aid at disaster locations before the arrival of medical teams. Until now this practice – routine in many American towns and cities – was unknown in Croatia. However this procedure will now become common in the city of Buzet, which recently purchased new equipment that will allow fire teams to provide emergency aid, and will almost certainly be followed in other cities in the country.

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### **University of Pristina's Pilot Clinical Law Program Gets a Boost**

#### **Context and Description of Training Intervention:**

A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. Clinical law programs provide future lawyers and judges with hands-on practice in the courtroom, and thus make for better prepared and more professional university graduates. After returning from their training program, participants worked together with the Dean of the Law Faculty at the University of Pristina to improve the University's existing pilot clinical law program.

#### **Outcome of Training Intervention:**

Mr. Rexhep Murati, a criminal law Professor at the University of Pristina, says that the training program helped the law faculty better understand how to design appropriate curriculum for a clinical law program. The faculty is now looking for ways to bring

practicing lawyers into the clinical law program and for possibilities to expand the existing pilot program to include other areas (tax law, immigration law, etc).

Beginning this month (March 2006), 40 graduate students from the Law Faculty at the University of Pristina will begin their study in the University's pilot clinical law program. The students were selected on a competitive basis out of a total of 70 program applicants.

**Participant Data:**

1. Mr. Ejup Sahiti, Professor
2. Mr. Abdullah Aliu, Professor of Civil Law & Family
3. Mr. Rexhep Murati, Lecturer of Penal Procedures Rights
4. Mr. Nexhmi Rexhepi, Teaching assistant
5. Mr. Haxhi Gashi, Assistant Professor

**Name of Group:** Clinical Law Program Development

**Date and Location of Intervention:** May 22-29, 2005 Chicago

**Name of Intervention Provider:** IIT-Kent College of Law



**Summary**

A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. After returning from their training program, the faculty worked with the Dean of the Law Faculty to improve the University's existing pilot clinical law program. They are looking for ways to bring practicing lawyers into the program and to expand the existing program to include other areas such as tax law and immigration law. Additionally, this year 40 graduate students will begin their study in this pilot clinical law program.

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## **First National Youth Association Launched in Macedonia to Increase Youth Employment**

### **Context and Description of Training Intervention**

The main goal of the Vocational Student Training in the US was to cultivate student leadership skills to support the Ministry of Education and Science in its efforts to link vocational schools with industry by:

- learning the elements for organizing and running a local vocational youth organization;
- organizing vocational competitions;
- observing how US industry supports vocational programs and youth organizations;
- and observing an effective supervised work experience program that will demonstrate how students compete, and how industry can support it.

The program began in Louisville, Kentucky, where participants attended the annual Future Farmers' of America (FFA) Convention that had some 50,000 members in attendance. That event gave the students the opportunity to interact with other student leaders, observe competitions, and attend structured leadership events. The second part of the training was held in Minneapolis-St. Paul, Minnesota, where the participants had discussions on establishing and maintaining effective vocational student organizations (VSOs) and heard overviews on VSOs such as FFA, FCCLA, DECA, SkillsUSA, and others. The highlight of the program was the visits to vocational schools that focused on specific and various subject areas (agricultural education, industrial technology; business education; nursing/health occupations, etc.). Macedonian students stayed with families of host-students and attended their local schools for three days to experience how students live and work, and had visits with advisors, members and officers of VSOs, as well as area business leaders that work with students. This allowed trainees to explore how career exploratory programs are set up, and how VSOs are advised and financed.

### **Outcome of Training Intervention:**

Upon their return from the study tour, the students and the teachers were given an assignment to establish Local Youth Organizations within their schools (local chapters). By March 2005, 15 local school organizations with an organizational structure (president, secretary, vice president, etc.), plan of activities and budgets, were established. In June 2005, all 15 participated in a workshop held by Professor Richard Joerger, the facilitator of the portion of the training program that had taken place in Minnesota. At the workshop, the students developed documents necessary for establishing the National Youth Association (statute, application for membership, budgeting, etc.) and agreed upon the organizational structure of the Association.

The first presentation of the idea for establishing a National Youth Organization was made in November 2005 in Skopje in front of 70 Vocational High Schools. The 10 students that participated at the training in the US presented the main goals and benefits



*The Europe & Eurasia Regional*  
**Participant Training Program**

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**“Matt Brown, World Learning: Community Fund Stara Zagora – A Successful Model”**

*Original article from The Economic Portal, Stara Zagora,  
<http://www.chambersz.com/index.php/content/view/3935/112/>, interview on 6  
January 2006, published on 3 February 2006*

*Translation from Bulgarian by Diana Yovcheva, Administrative and Program Assistant*

Matt Brown, the Director of World Learning Bulgaria – an organization that works together with the US Agency for International Development, is paying a visit to the Bulgarian Chamber of Commerce and Industry in the city of Stara Zagora. The non-governmental organization implements various training programs and seminars. Mr. Brown wanted to visit other partners of the US Agency for International Development in order to accumulate a more personal and complete idea about the effect of the US projects in this region.

Matt Brown has lived in Bulgaria since 1991. He spent the first couple of years of his stay in Stara Zagora working as a US Peace Corps volunteer and an English instructor at the local school “Maxim Gorky.” It was then he fell in love with the town. However, his reasons to come back here are not only personal. He stated that the World Learning team has been cooperating with the Community Fund in Stara Zagora, which is a successful model in the implementation of effective activities. In his opinion, the Community Fund’s team and partners are very professional and World Learning is proud of their success. The organization that Mr. Brown represents has been in partnerships with the Regional Association of Municipalities “Trakia” and the Agency for Regional Economic Development, Stara Zagora. A few months ago, the US organization worked on a training seminar, named “Municipal Bonds” in Romania. Immediately after that seminar, the Municipality of Stara Zagora issued bonds, which as Mr. Brown says is an important recognition for World Learning.

Mr. Brown emphasized the Bulgarian progress for the last fifteen years and the increased standards of life. “There are many things that you can do by yourself,” said Mr. Brown. He stated also that there are intelligent and experienced people in Bulgaria who can manage without foreign help and he wished them good luck.

## Del. serves as model for fighting avian flu

       
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Kosovar experts visit state to learn how to stop spread of disease

**BY LULADEY B. TADESSE**  
**THE NEWS JOURNAL**  
03/09/2006

As the threat of avian influenza spreads, some Europeans are looking to Delaware as a model for how to contain the disease.

A delegation of nine poultry experts from Kosovo is spending three weeks in Delaware learning about ways to grow their fledgling broiler industry and protect their chickens from avian flu.

The Kosovo delegation, which received a \$70,000 grant from the U.S. Agency for International Development, is being sponsored locally by Delaware Technical & Community College.

Advertisement

The group is meeting with representatives from poultry companies as well as academics and state and federal agricultural officials.

Delaware's \$686 million poultry industry is being hailed as an example of how to deal with avian flu because of its success in preventing the disease from spreading after it was discovered in its own borders in 2004. Two poultry farms, one commercial and one independent that grew birds for the live bird markets in New York and New Jersey, tested positive for a milder version of bird flu that year.

Unlike the strain of the virus currently found in Asia, Europe, the Middle East and Africa, the flu that was found in Delaware was not dangerous to humans.

Still, the prompt response by the poultry industry, state and government officials in establishing quarantines and implementing emergency plans to cull the birds and safely dispose of them was critical in containing the disease, experts said. Poultry officials in Delaware hope to relay some of these response plans to their counterparts from Kosovo.

"The Delaware model is being looked at as an example of what to do," said Carla Stone, director of international programs and partnerships at Delaware Tech. "Because avian influenza is such a concern, we are helping them to prepare their industry, their laboratories and veterinarians in case of an outbreak in Kosovo."

While Kosovo does not have any reported cases of avian flu, it is extremely vulnerable. Three of its neighbors in southeastern Europe -- Romania, Hungary, Bulgaria -- already have confirmed cases of birds found with the H5N1 strain of avian flu, which can be fatal to people, according to the World Health Organization.

"Unfortunately, we come at a time when we have avian influenza in Europe," said Agim Nuha, chief of the wildfowl, fishing and agriculture sector at the Ministry of Agriculture, Forestry and Rural Development in Kosovo. "We are trying to make the most of it and learn as much as possible how to control the outbreak in case we have one."

Kosovo's commercial poultry industry consists of about 800,000 chickens that lay eggs and about 1.5 million backyard flocks. The broiler industry is small, and has had difficulty expanding, because of growing competition from imported chicken, particularly from Brazil, that is sold cheaper than domestically grown birds, Nuha said.

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**USAID**  
FROM THE AMERICAN PEOPLE

**Strategic Technical Assistance for Results  
with Training**

**START/Caucasus  
AZERBAIJAN FIELD OFFICE**

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**Semi Annual Report  
For the period of January 1, 2006 – June 30, 2006**

**START/CAUCASUS - AZERBAIJAN**

**Task Order Number: OUT-EEE-I-800-01-00016-00  
Task Order Period: January 15, 2002 to August 26, 2007**

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**July 2006**

## TABLE OF CONTENTS

|              |  |    |
|--------------|--|----|
| <b>I.</b>    | <b>GENERAL STATEMENT</b>   | 3  |
| <b>II.</b>   | <b>TRAINET REPORT</b>  | 4  |
| <b>III.</b>  | <b>QUARTERLY SUMMARY OF PROGRAM EVALUATIONS</b>                            | 5  |
|              | STRATEGIC OBJECTIVE 1.3  | 5  |
|              | STRATEGIC OBJECTIVE 2.1  | 28 |
|              | STRATEGIC OBJECTIVE 3.2  | 36 |
|              | STRATEGIC OBJECTIVE 4.2  | 43 |
| <b>IV.</b>   | <b>SEMIANNUAL FEE FOR SERVICE (FFS) ACTIVITIES</b>                         | 49 |
| <b>V.</b>    | <b>SEMIANNUAL PROGRESS ON PERFORMANCE MONITORING PLAN (PMP)</b>            | 49 |
|              | TRAINING NEEDS ASSESSMENT & PERFORMANCE ANALYSIS                           | 49 |
|              | PLANNING & DEVELOPMENT OF TRAINING EVENTS                                  | 51 |
|              | RECRUITMENT & SELECTION OF PROSPECTIVE TRAINING CANDIDATES                 | 52 |
|              | PLACEMENT & PROGRAMMING  | 56 |
|              | PRE-DEPARTURE INTERVENTIONS  | 60 |
|              | ADMINISTRATIVE ARRANGEMENTS FOR PARTICIPANTS                               | 60 |
|              | POST TRAINING FOLLOW-UP  | 60 |
| <b>VI.</b>   | <b>SEMIANNUAL REVIEW OF LOCAL TRAINING PROVIDER STRENGTHENING</b>          | 61 |
| <b>VII.</b>  | <b>SEMIANNUAL REVIEW OF GENDER DEVELOPMENT PROGRESS</b>                    | 61 |
| <b>VIII.</b> | <b>SEMIANNUAL UTILIZATION OF MSIs AND HBCUs</b>                            | 61 |
| <b>IX.</b>   | <b>SEMIANNUAL ADMINISTRATIVE OVERVIEW</b>                                  | 61 |
| <b>X.</b>    | <b>SEMIANNUAL FINANCIAL REPORT</b>   | 62 |
|              | <b>ATTACHMENT 1: Semiannual Training and Financial Expenditures Report</b> |    |
|              | <b>ATTACHMENT 2: Training Implementation Timetable</b>                     |    |
|              | <b>ATTACHMENT 3: Participants Trained CY 2002 – 2006</b>                   |    |
|              | <b>ATTACHMENT 4: Fee-for-Service Activity</b>                              |    |

## 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 and institutional capacity development activities. The Task Order, covering a five-year period from January 15, 2002 to August 26, 2006, 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 assessments and analyses. Support within each elements includes, but is not necessarily limited to:

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

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

## II. TRAI NET REPORT

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

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

### 1. First Half of CY 2006 World Learning

Training programs during the period: 41

ICT: 8  
TCT: 13  
UST: 20

Trainees participated in the programs: 594

Male: 472  
Female: 122 (20.5%)

### 2. Second Quarter CY 2006 World Learning

Training programs during the period: 36

ICT: 8  
TCT: 10  
UST: 18

Trainees participated in the programs: 571

Male: 457  
Female: 114 (20%)

### 3. First Half of CY 2006 USAID Partners

Number of USAID Partners: 10

Training Programs during the period: 31

ICT: 29  
TCT: 2  
UST: 0

Trainees participated in the programs: 4559

Male: 2187  
Female: 2372 (52%)

### 4. Second Quarter CY 2006 USAID Partners

Number of USAID Partners: 5

Training Programs during the period: 7

ICT: 7  
TCT: 0  
UST: 0

Trainees participated in the programs: 2132

Male: 941  
Female: 1191 (56%)

World Learning monitors and collects data for TraiNet from USAID partners in Azerbaijan. World Learning held a meeting with all USAID Partners to provide information on TraiNet responsibilities and a format through which Partners could submit training information to World Learning.

Additionally, quarterly email requests are sent to all USAID Partners requesting their training data. Reports have been submitted on a quarterly basis.

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

### III. QUARTERLY SUMMARY OF PROGRAM EVALUATIONS

#### **STRATEGIC OBJECTIVE 1.3: ACCELERATED DEVELOPMENT AND GROWTH OF PRIVATE SMALL AND MEDIUM ENTERPRISES IN TARGETED AREAS**

##### **S.O 1.3 Completed Programs**

##### **1. PUBLIC EDUCATION FOR BUSINESSES ON NOTARY SERVICES, Azerbaijan, November 19, 2004 – April 30, 2006**

**Public Education for Businesses on Notary Services program** was launched in Baku and the regions (Ganja, Shaki and Lenkoran) for the period of **November 19, 2004 – April 30, 2006** to address the lack of knowledge surrounding the benefits that notary services provide to business entities and citizenry alike. The Department of Notaries and Civil Acts Registration of The Ministry of Justice of the Republic of Azerbaijan requested this program to raise awareness of the majority of the population (with a special target of business people) about the role of notarial institutions and their responsibilities and the state guarantee mechanism for protection of their legal rights by utilizing legal services of Notarial institutions.

The public awareness campaign included four components:

##### **1. Trainings for businessmen and women throughout Azerbaijan**

The main objective of the training program was to promote the protection of property rights by increasing knowledge on the role and importance of notarial system in entrepreneurship, as well as the roles and responsibilities of the notaries. The trainings taught trainees about types of business related to legal documents that can be professionally developed through notary consultation services. The following topics were covered during the trainings:

- Establishing of Legal Entity, receiving state registration and re-organizing;
- Notarization of disposal and inheritance rights of the company and State Registration of the rights emerging related to this;
- Mortgage and Hypothec. Hypothec Agreement and State Registration of the rights based on the agreement;
- Agreements on disposal of lands and State Registration of the rights based on the agreement.

Ten trainings were conducted in Baku on April 8 and June 7, 2005 with attendance of 51 participants, Masalli on April 29 and 30, 2005 – 67 participants, Khachmaz on July 16, 2005 – 39 participants, Ganja on June 10 and 11, 2005 – 81 participants, and Shaki on May 20 and 21, 2005 – 67 participants.

All seminars organized both in the regions and Baku were highlighted in Mass Media. Thus the national TV channels AzTV, ANS, Lider as well as local TV channels Khachmaz TV and Kepez TV, including newspapers Respublika, Zerkalo and representatives of local mass media and news agencies were actively involved in the information distribution activities.

## 2. Producing Weekly 1 page Newspaper Inserts

A one-page newspaper insert was prepared each week. The insert contained articles on practice of using notaries, as well as information to educate people on the preparation of documents that were taught in trainings. Experts of MoJ actively participated in preparation and planning of articles for the newspaper special issues. Articles were translated into Russian and edited by a professional journalist in order to make them more readable and attractive for the readers. Then articles were approved by START Participant Training Program, USAID and MoJ regarding the timeline and design of newspaper special issues prior to the official publication. Starting from February 11, 2006 eight special issues on notaries were published during the forthcoming Saturday's publications of Zerkalo (for Russian readers) and 525-ci Gazet (for Azerbaijani readers).

## 3. Production and Airing of two Public Service Announcements (PSAs)

Two PSAs were produced and being aired on 2 TV National stations (Lider TV and ANS TV) over a 2-month period (until mid April). The motto of both PSAs was "Your Rights are in Reliable Hands". They served to educate people about:

1) General role of notaries in society to know more about the advantages of using notary services. Such operations as purchase and sale of house, land, car etc. need professionally developed contracts and notarization. 2) Role of notaries for businesses to learn about the advantages of using notary services in developing and notarizing the business related contracts, agreements and other legal documentation and the protection that these documents provide.

## 4. Billboards

Two billboards were designed and placed in 4 places around Baku city from April 4, 2005 through September 1, 2005. These targeted business people traveling inside Baku city often and this public education methodology promoted wider business audience to be covered by this public awareness campaign.

As a result of the competitive bid **Azerbaijan Marketing Society** was identified as the training provider for this program. The main goal of Azerbaijan Marketing Society is to introduce, develop, and spread the modern methods and concepts of marketing among businesses and society of Azerbaijan as a basic foundation for business conduct in market economy through providing marketing researches, consultancy, trainings, and advocacy.

**AD Solution Advertising & PR Agency** was subcontracted by **Azerbaijan Marketing Society** to implement Production and Airing of two Public Service Announcements (PSAs), Production and Placement of Posters in Billboards.

## 2. TREASURE INFORMATION MANAGEMENT SYSTEM (TIMS): TECHNOLOGY INFRASTRUCTURE ADMINISTRATION TRAINING SERIES, Moscow, Russian Federation, January 16 – June 2, 2006

**Treasure Information Management System (TIMS) Technology Infrastructure Administration Training Series**, conducted in **Moscow, Russia** during **January 16 – June 2, 2006**, was designed for the IT staff of the Ministry of Finance to build capacity to manage the newly introduced hardware, networking and software technologies that are used and have been introduced under the TIMS Project.

The training consisted of three separate training activities:

1. Oracle9i Database Administration course was designed for Oracle database management system administration and covered: Introduction to Oracle9i: SQL, Introduction to Oracle9i: PL/SQL, Oracle9i Performance Tuning.

2. SAP Treasure Solution software Administration course was designed to operate and manage the SAP Treasure Solution software: SAP ADM 100, SAP ADM 102.
3. IBM Servers System Administration course was designed to operate and manage servers' operating system. It included topics on: AIX System Administration I, AIX System Administration II, Partitioning (LPAR) for AIX 5L, Korn Shell Programming for AIX.

The participants attended courses on Introduction to Oracle9i: SQL on January 16-20, 2006, Introduction to Oracle9i: PL/SQL on January 23-24, 2006, Oracle9i Performance Tuning on February 6 – 10, 2006 and SAP ADM100 on March 13 – 17, 2006, SAP ADM102 on April 03 – 05, 2006, Shell Programming AIXAU21 on May 10 –12, 2006, AIX System Administration IAU14 on May 15-19, 2006, AIX System Administration IIAU16 on May 22-26, 2006, Partitioning (LPAR) for Power 5 AU73 on May 29 – June 2, 2006.

Participants acknowledged that the course they have received will definitely help them for managing the Treasury Information Management System and introduce it in regional treasury offices throughout Azerbaijan.

Training providers were as follows:

Topic 1: Oracle9i Database Administration:

**RDTEX** is a high technology company, which was founded in 1992. They develop and support complex information and analysis systems, conduct training in the basic technology and development tools, sell licenses for Oracle software products and provide technical and IT consulting.

Topic 2: SAP Treasure Solution software Administration:

**SAP/Moscow** has extensive experience in delivering public sector software solution that allows employees, customers, and various governmental agencies to work together successfully -- anywhere, anytime. SAP solutions are open and flexible, supporting databases, applications, operating systems, and hardware from almost every major vendor.

Topic 3: IBM Servers System Administration:

**IBM/Moscow** offers a comprehensive portfolio of technical training and education services designed for individuals, companies, and public organizations to acquire, maintain, and optimize their IT skills.

### **3. IMPLEMENTATION OF THE CONDOMINIUM CONCEPT IN COUNTRIES OF EASTERN EUROPE AND THE FORMER SOVIET UNION, Baku, Azerbaijan, June 22 – 23, 2006**

**Conference on Implementation of the Condominium Concept in Countries of Eastern Europe and the Former Soviet Union**, held in **Baku, Azerbaijan** from **June 22 to 23, 2006**, was designed for representatives of a variety of government organizations (Ministry of Fuel & Energy, Ministry of Economic Development, Baku City Executive, and State Committee on Construction and Architecture) and enterprises that provide public utility services (Azerigaz, Barmek, Bayva, Azersu, Heating Companies Nos. 1 and 2).

There were two major purposes of the training:

- To educate decision makers and perspective condominium developers about the condominium concept, its practical applications and models. In addition, the purpose of the conference was to give impetus to the reform process in the housing sector in Azerbaijan, to contribute to the improvement of the policy environment and to address some major reform challenges in the sector.
- To educate relevant Azeri representatives on the experience of other countries in Eastern Europe and the Former Soviet Union that has adopted condominium concepts, and particularly the laws adopted and institutional arrangements made in the process of adoption.

The training consisted of verbal presentations in a large meeting hall, with Power Point and other visual aids, along with providing handout materials on case studies of housing reform from Central and Eastern European countries and other FSU countries. Guest speakers represented organizations working in this industry from Azerbaijan, Slovakia, Kyrgyzstan, Russian Federation, Lithuania, Georgia and the United States.

The conference attendees have been given an overview of the current state of the housing and communal service reform in Azerbaijan. Experience presented from other countries outlined a perspective scope of work for further progress to be achieved by the government of Azerbaijan. The primary point is that the more the introduction of the condominium concept is delayed the more ineffective and costly the system of housing maintenance and delivery of heating, water, gas and other services becomes. The conference participants were given the tools with which to assess the policy, legislative, and regulatory initiatives of other countries that have reformed their housing and communal and, based on the characteristics of the Azeri relevant sectors, should now be better able to make informed policy choices based on relevant experience elsewhere.

Among the recommendations given at the conference further changes and developments of the existing legislative base is fundamental. In this respect the preparation and adoption of a National Law on Fundamentals of Housing Policy will be necessary. This law should in the first place to provide a legislative basis for forming condominiums. This law also should provide for the improvement of housing maintenance and repair services by means of competitive selection of maintenance enterprises of any ownership. This provision is also motivated by the lack of any mechanism in the existing arrangements to stimulate the maintenance complex to make more effective use of the funds they receive.

A starting point is to gradually transfer ZHEKs from the administrative auspices of the Baku City Executive Power to local municipalities. Municipalities then should proceed with contracting either the transformed ZHEKs or private companies for the provision of repair and maintenance services in the same manner as communal services (such as gas, water and heating) are contracted. The transfer of ZHEKs under the auspices of municipalities is a transit point in moving toward a full private market for housing management and communal services provisions.

The next step would be, as the experience from the Russian Federation shows, a regulatory act from on improving the management and maintenance of the housing stock. This regulatory act would give an impulse for a program of gradual transition by a certain date of the entire municipal housing stock to maintenance by enterprises selected exclusively on a competitive basis. Such resolution also will ensure that private companies are attracted to management of the housing stock on a competitive basis, which would permit creating an effective management system rather than just terminating the existing complete management control of the ZHEKs.

Selection of a property management company is to be made on the basis of a competition organized by the municipal district. The selected company will deal with the same range of problems as the existing ZHEKs, but will use different organizational and economic instruments.

Payment is a key issue in shifting to a market-oriented management firm. The "manager's remuneration" should consist of a fixed amount and a variable portion dependent on the

effectiveness in collecting rent and utility payments and the quality of maintenance services provided. Linking the remuneration to these important and concrete quantitative tasks not only identifies the problems, which are of major importance to the owner of the housing stock, but also creates an incentive for the management company to perform with better quality the functions subject to bonus payments and penalties.

A similar approach was demonstrated and implemented by PA Consulting for the selection of a private operator for managing the boiler house and heating infrastructure within for the demonstration project boundaries. Upon an agreement with USAID PA has transferred the demo project assets to Garachukhur municipality under the condition that the municipality will sign a management contract with a private operator selected by PA on a competitive basis.

The non-competed training provider for the event was **PA Consulting**, which is USAID's contractor for the Azerbaijan Energy Assistance Project, which promotes reform of the electricity, downstream natural gas, and heating sectors. During the project, which commenced in late 2003, PA has assisted the Government of Azerbaijan in planning for the energy sector, forming an independent regulator, formulating tariffs, assisting state-owned and other energy-sector companies to become better-managed, prepared plans for restructuring state-owned energy enterprises, assisted the Government in pursuing donor loans to rehabilitate assets, visualized the appropriate end-state for certain sectors and outlined the steps to achieve that goal, and prepared a strategy for Azerbaijan's heating sector.

#### **4. STUDY TOUR FOR AZERBAIJAN BUSINESS CASE COMPETITION WINNERS IV, Chicago, IL, San-Francisco, CA, New York, NY, USA, May 8 – 25, 2006**

In the fall of 2005 the 4th Annual Azerbaijan Business Case Study Competition was organized among master's degree students from various universities in Azerbaijan and was conducted by an independent consultant Mr. Bryan Wozniak. The primary purpose of this competition was to encourage economic development in Azerbaijan by reaching out to students receiving their master's degrees at local universities. It enhanced the training of future business leaders in Azerbaijan by giving local business students greater exposure to modern Case Study methodologies. On December 11, 2005 the winning team was identified and awarded participation in a study tour to the US in the spring of 2006. The four members of the Business Case Study Competition winning team were master's degree students from Azerbaijan State Oil Academy.

Each participant took courses within **STUDY TOUR FOR AZERBAIJAN BUSINESS CASE COMPETITION WINNERS IV** according to their individual needs. START Participant Training Program staff with the assistance of IIE and WL/DC researched for off-the-shelf executive education courses on the requested topics provided by top US business graduate schools during spring time. As a result:

Ms. Zulfiya Abdullayeva attended Improving Your Managerial Effectiveness at American Management Association, May 8 – 10, 2006, New York, NY, USA; Strategic Planning Tools Techniques and Implementation, AMA, May 11 - 12, 2006, New York, NY, USA; Negotiation and Decision-Making Strategies at Columbia Business School, May 16 -18, 2006, New York, NY, USA; AMA's Course on Financial Analysis AMA May 22-25, 2006, San Francisco, CA, USA.

Mr. Yusif Aleskerov attended Strategic Planning Tools Techniques and Implementation, AMA, May 11 - 12, 2006, New York, NY, USA; Negotiation and Decision-Making Strategies, Columbia Business School, May 16 -18, 2006, New York, NY, USA; AMA's Course on Financial Analysis AMA May 22-25, 2006, San Francisco, CA, USA.

Mr. Vadim Klimenko attended Negotiation and Decision Making Strategies, The University of Chicago Graduate School of Business, May 8 – 12, 2006, Chicago, IL, USA; Overview of International Financial Reporting Standards (IFRS), IASeminars, May 15 – 16, 2006, Chicago, IL, USA; Comparison of IFRS with US Generally Accepted Accounting Principles (GAAP), IASeminars, May 17, 2006, Chicago, IL, USA; AMA's Course on Financial Analysis May 22-25, 2006, San Francisco, CA, USA.

Mr. Rustam Rustamov attended Negotiation and Decision Making Strategies, The University of Chicago Graduate School of Business, May 8 – 12, 2006, Chicago, IL, USA; Overview of International Financial Reporting Standards (IFRS), IASeminars, May 15 – 16, 2006, Chicago, IL, USA; Comparison of IFRS with US Generally Accepted Accounting Principles (GAAP), IASeminars, May 17, 2006, Chicago, IL, USA; AMA's Course on Financial Analysis May 22-25, 2006, San Francisco, CA, USA.

The Negotiation and Decision Making Strategies course that Mr. Klimenko and Mr. Rustamov attended was highly evaluated by them. This training program provided sufficient familiarity with negotiating and decision-making styles that will help the participants in future to identify their unique strengths and weaknesses, thus enabling them to interpret and comfortably use the latest advances in the field of negotiation in their daily decisions. Through this course, the participants obtained a peerless knowledge in developing consistently effective strategies and systematic approaches to negotiations and decision-making that will dramatically improve their personal effectiveness and the productivity of their organizations.

IASeminars courses mainly featured theoretical knowledge. This was not an interactive one. Though the instructor was very professional, it was impossible to provide both theory and practice within one or two days. The training venue was at the hotel which did not create a classroom atmosphere.

The first IASeminars course was a step-by-step guide through the technical issues involved in International Financial Reporting Standards (IFRS). The other one-day course provided a comprehensive comparison and review of critical technical differences between International Accounting Standards Board (IASB) and US Generally Accepted Accounting Principles (GAAP).

The participants stressed that IFRS is rapidly becoming the most globally applied set of accounting standards. As a result of this global acceptance, over the next few years many thousands of companies around the world will begin accounting in accordance with IFRS. Also, the Government of Azerbaijan is mandating that all firms in Azerbaijan switch over to the IFRS by 2008 which means that they will need to adopt these standards.

The last course on Financial Analysis was attended by all the four participants. This course was highly appreciated by the participants. One of the participants Mr. Yusif Aleskerov noted that though he is not a financial expert, this course was extremely interesting to him which combined both theory and practice. They found the following topics very helpful: How to Increase Company Value; How to Evaluate Capital Investment Proposals; How to Measure Management Performance; How to Use Cash Flow Analysis; How to Interpret and Evaluate Financial Information; How to Apply Risk Management Concepts to Financial Analysis

Mr. Yusif Aleskerov and Ms. Zulfiya Abdullayeva also attended a course on Negotiation and Decision-Making Strategies with Columbia Business School. The participants learned how to get the most out of their negotiations while creating a winning proposition for both sides. They learned methods for successful conflict resolution and examined the impact of cultural differences on the negotiation process.

Mr. Yusif Aleskerov and Ms. Zulfiya Abdullayeva pointed out the key elements of better negotiation they were exposed to during this program: Preparation of Action Plan; What is Your Opponent's Agenda; Generate Options; Know When to Walk Away.

The first AMA course where Ms. Abdullayeva participated was also interesting and educative. She learned the importance of team dynamics and how understanding others, their goals and values, needs and wants, comfort and stretch areas can lead to more effective motivation, delegation, conflict resolution and overall team performance.

The other AMA course on Strategic Planning focused on the implementation of the firm's strategy. Through this course, the participants acquired knowledge how to determine the most appropriate goals and strategy for one's company and achieve a better way to lead and manage.

In response to the question how you are planning to apply the new skills when you return to your organization/job, Mr. Rustam Rustamov has indicated that he is going to use knowledge of IFRS and new methods of financial analysis in his day to day operations. The other participant Mr. Vadim Klimenko intends to apply the new knowledge into his daily work by introducing new models of financial analysis and sharing knowledge of IFRS with his colleagues. The exit questionnaire form completed by Ms. Zulfiya Abdullayeva revealed that these trainings gave business insight to her, management perspective on different issues, equipped her with knowledge how to handle conflict situations, strategic planning techniques and other necessary skills.

The training providers for the courses were:

**The University of Chicago Graduate School of Business (GSB)**, founded in 1898, has been a leader and innovator in the field of business research and education. The "Chicago Approach to Business Education" combines the very best in conceptual knowledge and academic theory with practical real world application. The Chicago GSB, consistently recognized as one of the world's top business schools, is dedicated to the discovery of new business knowledge.

**IASeminars** is a training company offering international accounting and finance courses around the world. Based in both London and Washington DC, they design and deliver over 200 events each year.

**American Management Association (AMA)** provides managers and their organizations worldwide with the knowledge, skills and tools they need to improve business performance, adapt to a changing workplace and prosper in a complex and competitive business world. AMA's course curriculums incorporate best-in-business thinking and practices and are designed for all organizational levels.

**Columbia Business School's** mission is to create and share new knowledge and applications that power executives and their organizations to achieve superior performance. Their courses provide a powerful combination of theory, practical knowledge, and application. Participating executives develop new insights enabling them to lead their organizations through increasingly complex conditions and challenges.

##### **5. RESEARCH INTERNSHIP IN A FOREIGN CENTRAL BANK (RESEARCH INTERNSHIP ON TRANSMISSION MECHANISM OF MONETARY POLICY), Ankara, Turkey, May 8 – 26, 2006**

The Research and Statistics department of the National Bank of Azerbaijan was planning to further enhance studies on the two new areas according to its tactical plan for 2006: 1) conduct research on

transmission mechanism of monetary policy in Azerbaijan; and 2) formulate macro prudential research and reporting framework enhancing the monitoring of macroeconomic environment in terms of stability of domestic financial system. Having the aforementioned in mind, the National Bank of Azerbaijan approached USAID with a request to organize two research internships for its staff members. One of the internships has been completed.

A leading Economist of the Research and Forecasting Department of the National Bank attended the 2.5-week **Research Internship on Transmission Mechanism of Monetary Policy at the Central Bank of Turkey, Ankara from May 8 to 26, 2006**. This research aimed to examine the effectiveness of monetary policy in maintaining inflationary processes under control and attempted to reveal the efficiency of channels, as well as the lags with which the monetary policy impacts on the level of prices.

The aim of the visit the National Bank of Azerbaijan expert to the Central Bank of the Republic of Turkey (CBRT) was to carry on research on the monetary policy transmission mechanism and at the end of the visit to prepare working paper report on the results of the research and introduce it to the NBA Department of Statistics and Research.

During the internship the participant obtained systematic methodologies that helped to identify issues related to the research of transmission mechanism and the various channels. He also studied econometric models and techniques explaining the relationship between variables of transmission mechanism.

In his research paper Mr. Namig Amiraslanov reported that today in Azerbaijan there exist two main problems narrowing the actual frames of effective monetary policy conduct: **high dollarization of the economy; and financial arrears among major state monopolies.**

Monetary policy is constrained by the level of dollarization of Azerbaijan's economy. Foreign currency deposits currently account for around 80% of the banking system deposit base and more than 50% of the M3 monetary aggregate. Share of foreign currency denominated funds in the total volume of the credit portfolio of commercial banks is slightly less than 70%.

A high level of dollarization imposes severe constraints on the ability of the central bank to affect Manat interest rates and the liquidity denominated in Manat. Unofficial data indicates a large flow of cash US dollars throughout the economy generated mainly by its unrecorded sector. If added to official dollarization, this has a significant restrictive effect on the real influence of the monetary policy on the economy. Unrecorded economy is very difficult to give a precise estimate but its prospering ground is simple to explain. The main problem here consists of the tax system irrelevancies and some business environment drawbacks.

As a result of high dollarization transmission capacity of the monetary policy through interest rates is strictly limited. High unofficial dollarization (cash) in the economy also reduces GDP monetization.

For some transition economies, including Azerbaijan, financial arrears between enterprises have become a big trouble in recent years. Then, what is the nature and causes of arrears? Here we have to come into some retrospective analysis on the reasons of these phenomena in transition period.

Origins of the arrears phenomena go back to hyperinflationary period of 1992-1994. At the time money stock was depreciated by inflation tax and enterprises started functioning in a barter economy. Cash balances of many enterprises disappeared and a significant part of the "live money" circulation channels were replaced by barter operations.

For the present time accumulated arrears amount to 13 trillion manats or about a half of GDP. Oil sector of economy is the major generator of arrears. In other words this sector is a net creditor for other sectors, especially for the energy sector, as the latter does not pay for its liabilities on purchased oil and oil products. So, this kind of subsidies by the state oil company to energy sector and some public businesses cause demonetization of GDP to be the case.

Dollarization and arrears problems reflect an existence of severe structural problems in the economy. Therefore it is highly important to solve these problems to raise macroeconomic effectiveness of the monetary policy.

The training provider was **the Central Bank of the Republic of Turkey**.

#### **6. PUBLIC EXPENDITURE MANAGEMENT (PEM) WORKSHOP, Warsaw, Poland, April 2 – 5, 2006**

**Public Expenditure Management (PEM) Workshop held in Warsaw, Poland from April 2 to 5, 2006** was the first event in the series of annually organized events which primary goal was to gather peers together for face-to-face engagement. Two employees from National Bank of Azerbaijan and the Ministry of Economic Development represented Azerbaijan in the workshop.

Government officials responsible for PEM in selected ECA countries (including some new EU member states) were invited to participate in plenary and breakout sessions on three or four key topic areas, derived from the following: managing the PEM reform process; producing policy-based and credible budgets; enhancing public investment quality; managing cash effectively; improving procurement performance; producing reliable accounting information and financial reports; strengthening Treasuries and Treasury systems; strengthening internal audit; and strengthening external accountability.

Plenary sessions involved presentations by government delegations and topic experts. Each delegation made a presentation on a topic where they believe they were making progress and experiencing success. They described and benchmark their current PEM systems (using relevant Public Expenditure and Financial Accountability group (PEFA) indicators—widely agreed as an appropriate basis of assessment). They also discussed how reforms had been implemented. Smaller breakout sessions provided opportunities for active and informal discussion around applied problems (case studies, etc.) relevant to the topics, as well as ‘better practice’ solutions from specific settings.

The workshop was followed by various other activities planned over a three-year period, including repeat annual workshops. In the first year an ECA Public Expenditure Management Benchmarking and Peer Learning (PEM-BPL) website will be launched. This website will allow governments to share documents and information and, in time, may facilitate more interactive learning engagements.

During the debriefing meeting the participant indicated that the agenda of the workshop was fully followed as planned. The discussions were built on 3 main topics: public budget preparation, control of public budget implementation and reforms in budget field. Also there were organized separate discussions for each country representative on the problems encountered during the public budget preparations. The participants found the practical exercises on how to prepare public budget the most useful part of the workshop. Mr. Khagani Abdullayev, Director of Monetary Policy Department at National Bank of Azerbaijan, noted that it would be useful also to cover the topic on coordination of Fiscal and Monetary Policy during the workshop.

There were 130 participants from 19 countries attending the workshop, and it was valuable for the countries to share experiences on public budget planning. At the end there was created special coordination group to have the connection among the participants throughout the year.

The program was non-compete to **World Bank**.

The World Bank is a vital source of financial and technical assistance to developing countries around the world. World Bank has been made up of two unique development institutions owned by 184 member countries—the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). Each institution plays a different but supportive role in our mission of global poverty reduction and the improvement of living standards. The IBRD focuses on middle income and creditworthy poor countries, while IDA focuses on the poorest countries in the world.

#### **7. 5<sup>TH</sup> ANNUAL ENERGY REGULATION AND INVESTMENT CONFERENCE AND 6<sup>TH</sup> ANNUAL MEETING OF THE ENERGY REGULATORS REGIONAL ASSOCIATION, Budapest, Hungary, May 15 – 18, 2006**

**5<sup>th</sup> Annual Energy Regulation and Investment Conference** is an annual event organized by Energy Regulators Regional Association (ERRA) and it serves three important purposes: to educate the attendees on the substance of such important topics as energy policies and regulation, regulatory initiatives to encourage investment in utility sectors, and industry structure and the role of competition; to provide the attendees with information on what other, similarly situated countries have achieved respecting regulation; to permit the attendees to meet and form relationships with their counterparts in other countries. This year's conference was conducted in **Budapest, Hungary from May 15 – 16, 2006** and was attended by a representative of the Cabinet of Ministers of the Republic of Azerbaijan.

The participant Mr. Shirin Shirinov, Head of the Power Sector Division of the Energy & Machinery Department of the Cabinet of Ministers, stated that through this program, he has deepened his knowledge and skills in the utility regulation sphere. He learned a lot of information regarding prevention of energy overuse, conduction of negotiations with population on successful electricity fee gathering, better meter installation methods and decrease of energy wastes and losses.

In the action planning form, Mr. Shirinov is concerned with two main problems affecting his area of work within the program context. He considers that tariffs and energy utilization are the spheres which require an increased focus and improvement. As a solution to this existing situation, the participant proposed to switch into a new tariff system and accelerate installation of meters all over the country. His contribution to this process may include his close participation in developing normative acts in this regard. Speaking about the new tariff system, Mr. Shirin Shirinov mentioned that most of the countries in the world are using the phase tariff mechanism. This is very important in terms of energy saving. It can be implemented via increasing or reducing tariffs according to time periods. Mr. Shirinov brought a vivid sample as of decreasing down the tariffs at night and creating strong stimulus for enterprises, plants or factories to work at that time. This is widely used in world practice and this system needs to be applied in the country as well.

Mr. Shirinov highly evaluated the materials provided at the conference which equipped him with profound and thorough information on different aspects of energy regulation and investment. He has already shared these materials with his colleagues and started using it in his work.

The program was non-compete to **Energy Regulators Regional Association (ERRA)**, which began as a cooperative exchange among 12 energy regulatory bodies. The U.S. National Association

of Regulatory Utility Commissioners (NARUC), through a Cooperative Agreement with the US Agency for International Development (USAID), has been providing technical forums, meetings and study tours for the energy regulators of the above region since 1999. To date ERRA lists 23 Full and 5 Associate Members. The Association's main objective is to increase exchange of information and experience among its members and to expand access to energy regulatory experience around the world.

#### **8. SEMINAR ON E-GOVERNMENT FOR DEVELOPMENT: STRATEGIES AND POLICIES, Washington, DC, USA, May 22 – June 2, 2006**

A member of the parliament attended a **Seminar on e-Government for Development: Strategies and Policies in Washington, DC, USA for the period May 19 – June 2, 2006**. The seminar curriculum provided developing country Government officials and development practitioners with the tools to best introduce electronic government in central and local governments in a way that was coherent, prioritized, interoperable, secure, efficient, EU- and WTO-compatible (where indicated), of benefit to all stakeholders and realistic in the light of economic and institutional realities within a given country. The seminar, also, was an opportunity to create a global community of e-Government leaders who would continue to share experiences, knowledge, and resources with one another following the seminar for the greater benefit of all.

Seminar modules addressed the following aspects of e-Government: e-government strategies and solutions; best practices and global case studies; security considerations; e-procurement; inter-ministerial coordination; policy/legal/regulatory reform; project financing and public-private partnerships; citizen participation; change management.

Despite some dissatisfaction with the training venue and accommodation, Mr. Azer Amiraslanov, Deputy Chairman Economic Policy Department and Member of Parliament, has found the training interesting and useful, he received a lot of new ideas that could be implemented in Azerbaijan. There were 15 participants from 14 countries attending the training and it was constructive to share experience on e-Government development with other countries and hear their progress in this sphere. The most interesting topics for Mr. Amiraslanov were “E-Government and Corruption” and “E-Government and Economic Growth”. According to the participant’s Exit Evaluation, Mr. Amiraslanov intends to continue to promote the concept of e-Government in Azerbaijan.

The program was non-competite to **The United States Telecommunications Training Institute**.

The United States Telecommunications Training Institute (USTTI) is a non-profit partnership between leaders of the U.S. information technology (IT), telecommunications, and broadcast industries and senior federal officials. The goal of this collaborative effort is to share the United States' technological and managerial advances on a global basis by providing a comprehensive array of intensive tuition-free training courses for qualified women and men who regulate and maintain the IT and communications infrastructures throughout the developing world.

#### **9. MICROFINANCE WITH A MISSION: LEARNING TOGETHER: JOINT MFC-EMN CONFERENCE, Budapest, Hungary, June 7 – 9, 2006**

**The Microfinance with a Mission: Learning Together: Joint the Microfinance Center (MFC) – European Microfinance Network (EMN) Conference**, held in **Budapest, Hungary on June 7 – 9, 2006**, mainly emphasized partnerships and alliances and provided MFIs with strategies for offering better and more choices to low-income people. This conference was a great opportunity for exchanging ideas and promoting cross learning between members from the two networks operating in different socio-economic environments and representing different levels of

institutional development. The conference also focused on innovative strategies and tools to improve outcomes for clients and their families while at the same time strengthening their MFI's business. During the conference Azerbaijan was represented by 3 representatives from the Parliament of the Republic of Azerbaijan and one representative from Azerbaijan Credit Unions Association.

During the conference the participants learnt that there is a comprehensive approach to the problems of Microfinance sphere in Budapest and that these problems are addressed on the governmental level. The "Social Performance" of Microfinance is seriously taken into consideration and the government and NGOs collaborate in solving the present problems in this sphere.

The participants highly appreciated the presented opportunity to meet with donors, who could be very helpful in developing Microfinance sphere in Azerbaijan, to find out the required documentation to become a member of Microfinance organization, to define the requirements of microfinance organizations and to recognize how this sphere could be developed in Azerbaijan.

One of the participants, Mr. Baghirov, Chairman of the Board of Directors at Azerbaijan Credit Unions Association, had a chance to make some proposals during the conference: to have these annual meetings as online trainings, which would make it less expensive and more accessible for larger audiences, to send some people from Azerbaijan working in this sphere to the frequently held microfinance conferences of International Labor organization, to send some distinguished experts working in the microfinance sphere to the conferences of World Credit Union, to conduct similar conferences in Azerbaijan.

The program is non-competes to **Microfinance Center (MFC) for Central & Eastern Europe and the Newly Independent States and the European Microfinance Network.**

The Microfinance Center for CEE and the NIS was launched in Warsaw and began its operations on September 1, 1997. It serves as a network of 79 micro finance institutions. Its mission is to support existing and future microfinance institutions in CEE and the NIS in their efforts to alleviate poverty, create employment, and privatize the economy through the development of micro enterprises and self-employment. The range of activities includes training and technical assistance, impact assessments, workshops, seminars, exchange visits, and dissemination of information. The Center also supports policy and advocacy work.

#### **10. CIPA ANNUAL GATHERING, St. Petersburg, Russian Federation, June 5 – 7, 2006**

The annual meeting of all the accounting associations that belong to Certified International Professional Accountants (CIPA), **CIPA Annual Gathering**, was held in **St. Petersburg, Russian Federation on June 5 – 7, 2006** with participation of 23 associations from 10 countries. Azerbaijan was represented by Senior Consultant of IBTA-II (World Bank group) funded Project on Accounting and Auditing Reform in Azerbaijan.

The goal of this annual meeting was to create good opportunity for someone from sponsor organizations and government representative or an official from one of the accounting associations to learn first hand what CIPA was all about and how it could help advance accounting in Azerbaijan.

The following topics were discussed during the meeting: annual report; vote for new members and membership status of some members; branding policy issue; strategic plan and business plan presentation; elections; the Certified International Professional Accountant - Examination Network

(CIPA-EN) – Eurasian Council of Certified Accountants and Auditors (ECCAA) relations issue; membership dues estimation issue; CIPA program promotion issue.

Prior going to the meeting, Mr. Shelaginov set the following targets that were addressed in a detailed manner: (1) to gather information about generally accepted accounting principles and CIPA as a part of it and further deliver this information to the Ministry of Finance through writing an informative report with suggestions of Azerbaijan joining the Eurasian Certified Accountants Association; (2) to gather information on the overall function of the organization, achievements it had, problems encountered – this information would be taken into consideration before Azerbaijan's participation in the organization.

The participant also mentioned that the new skills and knowledge gained during the meeting would be very useful on the practical side of his work. He mentioned that he would write a report where he will make presentations on the topic of Azerbaijan entering the organization with the assistance of both Azerbaijani government and ECAA.

The non-compete training provider for the event was **Eurasian Council of Certified Accountants and Auditors (ECCAA)**, which is a non-governmental non-profit organization established by legal entities. It was established in December 2001 to both promote the development and increase the status of the accountant and auditor professions, to implement and apply the international professional standards, principles, practice, and ethics developed by the International Federation of Accountants (IFAC) and the International Accounting Standards Committee Foundation (IASCF).

#### **11. MONETARY POLICY ASSESSMENT OF THE NATIONAL BANK OF AZERBAIJAN, Baku, Azerbaijan, June 5 – 16, 2006**

The goal of conducting **Monetary Policy Assessment of the National Bank of Azerbaijan**, held on **June 5 – 16, 2006**, was to obtain an independent assessment of capacity of the National Bank of Azerbaijan (NBA) to execute its monetary functions and to identify particular needs for technical assistance and to review planned assistance by other donors to the NBA. This assessment was to ascertain the current institutional capacity of the NBA to efficiently execute its monetary function, define problems and deficiencies, and make recommendations for technical assistance for improvements.

The overall approach of the evaluation was to initiate a focused dialogue with the management and staff of the NBA. During the course of the dialogue, the evaluator sought the NBA's own assessment of its current state of knowledge and abilities and needs. The dialogue started with senior management, including members of the Monetary Policy committee. Then it moved to lower levels. By engaging lower levels of the NBA hierarchy, the evaluator was able to get a better sense of the knowledge and skill levels of the staff, especially within the Research and Monetary Policy areas. In particular, the evaluator was able to meet with junior staff responsible for econometric modeling of inflation, and with junior staff responsible for preparation of important monitoring reports such as the loan report, the exchange rate report and the monetary policy outcomes reports.

The assessment included the following areas in NBA:

- Monetary policy management
- Foreign exchange and reserves management
- Balance of payments compilation - methodology used, the process of data collection, analysis, and foreign debt statistics issues
- Economic modeling and econometric approach used by the research department econometric modeling division.

- Money supply management, currency management
- Payment and transaction system
- Institutional and technical structure and capacity of NBA
- Needs assessment for training, technical assistance and capacity building
- Financial intelligence system for anti-money laundering
- Tools and policies for efficient intervention and sterilization policy (monetary operations)
- Credit card processing ("MilliKart" processing center)
- Personnel and training issues, international relations

The Final Assessment Report set out 13 recommendations for strengthening the NBA's capabilities. The recommendations are:

- Send staff to seminars and graduate study abroad
- Step up NBA internal training efforts
- Let the IMF be the main provider of training and support for Financial Programming, and let SECO continue to be the main provider of training and support for econometric modeling, but consider supplementing these if necessary.
- Consider sending a resident advisor, subject to NBA interest.
- Focused training and TA for developing financial soundness indicators and for developing stress testing and scenario analysis
- Support NBA efforts to build a single data warehouse for macroeconomic data.
- Support NBA staff in acquiring training and establishing appropriate data collection and warehousing methods in the area of foreign debt statistics.
- Support the integration of the AZIPS payments system with the Securities Depository to facilitate collateralizing lending with Treasury and Central Bank Securities.
- Strengthen the public relations function at the NBA
- Provide TA for the Personnel Department focusing on improving reward systems and increasing staff retention.
- Support the establishment of an anti-money laundering Financial Intelligence Unit
- Support the establishment of a supervisory data base.
- Help the cash management department get necessary anti-counterfeiting training and consultations on security issues in the process of cash delivery.

On the competitive bid independent consultant **Dr. Evan Kraft** was chosen as a training provider for the event.

Dr. Evan Kraft, Advisor to the Governor of the Croatian National Bank, has worked for more than 10 years at the CNB. He was Director of the Research Department at the CNB from 2000 to 2005, and in this capacity obtained extensive experience in managing the monetary policy process, staff training, and the use of technical assistance programs. He was responsible for managing the monetary policy process, including monetary projections and financial programming. He worked closely with technical assistance providers for many programs

## **12. PUBLIC INVESTMENT POLICY AND PROGRAM PREPARATION, Ankara, Turkey, June 26 – 30, 2006**

The purpose of **Public Investment Policy and Program Preparation Study Tour, held in Turkey on June 26 – 30, 2006**, was to provide the officials from the Ministry of Economic Development, the Ministry of Finance, Ministry of Culture and Tourism, Ministry of Ecology and Natural Resources, Ministry of Industry and Energy, Cabinet of Ministers and the National Bank of

Azerbaijan with the first-hand knowledge of bringing macroeconomic planning and development agenda together with the budgeting process (especially capital budgeting).

The core objective of the training was to provide to the top level GOAz officials with experience of a country in the region, where the public investment program is being successfully implemented. The participants of the Study Tour had an opportunity to:

1. Understand legislative and institutional set-up for long-term national and sector development planning and investment policy formulation and ways to translate new concepts to the Azerbaijan context;
2. Realize that strong linkages need to be established between medium-term macroeconomic and sectoral development framework, and pursue with this axiom in Azerbaijan;
3. Learn specific Public Investment Policy and Programs formulation, prioritization, substantiation, and approval for financing, and its integration with development planning, and budgeting;
4. Gain new skills in areas of program and project preparation, appraisal, and financing. Realize that this is a sequential and complex process requiring a certain technical experience in project management;
5. Understand a spectrum of tasks and techniques for project appraisal from economic, financial, technical, social and other angles;
6. Realize the importance of a participatory process in PIPP preparation, approval and implementation;
7. Draft a Road Map for public investment policy and programs formulation and execution in Azerbaijan, using the best practices achieved in the country visited

The program included meetings and presentations in different government institutions involved in public investment policy formulation, planning and budgeting in Turkey such as State Planning Agency, Treasury Office, Foreign Affairs Office, Ministry of Finance, Parliament, and Central Bank.

During the debriefing meeting one of the participants, Mr. Shahin Sadigov - Head of Economic Policy and Forecast Department at the Ministry of Economic Development, indicated that this was a great program through which he obtained an incomparable opportunity to observe the economic management system of Turkey, get acquainted with the country's activity plans, compare their mechanism to the one instituted in our country and identify the gaps Azerbaijan needs to focus on for the successful accomplishment of the public investment policy project. He also highlighted that Azerbaijan has taken a good start and is gradually improving its achievements in this field.

The representative of the National Bank of Azerbaijan Mr. Khagani Abdullayev mainly spoke about the meetings they had at the Central Bank of Turkey. He stated that monetary policy is developed and carried out very effectively at the bank. The bank has a well-organized system working with money market. State Planning Organization (SPO) has a well-managed economic policy. The participant pointed out on the importance of establishing a coordination council, preparation of a unique budget program and necessity of proper coordination of fiscal and monetary policy in Azerbaijan among government institutions. Mr. Khagani Abdullayev suggested learning other models applied in different countries as well in order to create a clear vision of the public investment policy program and assess the mechanism from different angles. The Norwegian experience in this sphere would give the Azerbaijani delegates a great exposure to benefit from their system as representatives of an oil country.

One of the participants, Mr. Rafiq Huseynov representing Ministry of Finance, stated that he along with the First Deputy Minister of Finance has prepared a report on the results of the program and submitted it to the Minister of Finance for discussions at the Collegium.

Mr. Shahin Sadigov touched on the issue related to the lack of information about the experience of other countries regarding the implemented reforms. Therefore, he considered important the acquaintance with the international economic management system in order to improve this situation.

Mr. Hafiz Humbatov, Head of Financial Department -Chief Accountant at the Ministry of Industry and Energy, believes that for achieving better development in the country, there is a need to increase the number of private enterprises, improve privatization environment and create favorable conditions for free growth of enterprises.

The participants also stated that the high number of human resources in Turkish government agencies is one of the issues Azerbaijan needs to pay an increased attention to. The country has a good potential of young personnel. In order to be employed in government bodies, young cadres go through a severe competition process. Although salary in state organs is not that high, young personnel obtain an invaluable opportunity to become professional experts of their fields and get promoted in their jobs. After some years pass, they can go and work for private sector as well with a good set of technical and practical expertise. The participants recommended that similar recruitment procedures be applied in Azerbaijan and State Student Admissions Committee hold relevant tests for filling the new positions in the government agencies.

The non-compete training provider for the event was **Turkish International Cooperation Administration (TICA)**, which was established in 1992. TICA is the main governmental institution in charge of Turkey's technical cooperation activities.

TICA's mission is to support sustainable social and economic development in developing countries, support regional cooperation activities, contribute to international peace and stability and settlement of cross-boundary problems. Currently, TICA has field offices in Albania, Azerbaijan, Bosnia and Herzegovina, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

### **S.O. 1.3 Active Programs**

#### **1. PHD IN AGRICULTURE ECONOMICS, Pullman, WA, USA, May 16, 2006 – May 15, 2007**

Mr. Vugar Ahmadov, a participant for **PhD in Agriculture Economics, Pullman, WA, USA**, began his studies at **Washington State University (WSU)** on August 11, 2005 with funding from the university itself and sponsors such as Prof. Barbara Rasco (advisor) and others for the first academic year only. Beginning from **May 16, 2006 till May 15, 2007** Mr. Ahmadov is fully sponsored by USAID. WSU provides partial tuition waiver for the participant for the period May 16, 2006 – May 15, 2007, during which he will finish his coursework and preliminary preparations for his dissertation.

The Ph.D. in Agricultural Economics at Washington State University (WSU) is designed to provide the student with an excellent foundation in the theory and methods of economic analysis as well as experience in applied analysis of agricultural, agribusiness, and/or resource economics problems. Career opportunities for agricultural economists include academia, government, and the private sector. The time required to complete the doctoral degree in agricultural economics is comparable to that required for an economics Ph.D. The PhD requires core courses in economic theory and econometrics, advanced topics courses in applied fields, and the completion of a dissertation.

The program consists of two phases:

Phase 1 (August 2005 – May 2007): Coursework and preliminary preparations for dissertation.

The first year, study in the doctoral program was tightly structured. During the first year, full-time students take four core theory courses, one core course in statistics for economists and one core econometrics course. Additional core courses are taken in the second year. Field courses are taken in the second and (possibly) third years. Total requirements for the Ph.D. degree include a minimum of 72 credits beyond the baccalaureate, including at least 37 credits of coursework from the core and field courses and 20 credits of doctoral research.

Phase 2 (August – December 2009): Dissertation defense.

The participant will return to Baku and work on his dissertation. It is estimated that he would have a draft of his dissertation ready by August 2009, when he would return to WSU for one semester, August - December 2009, to finish his dissertation/defense and earn the degree. USAID is not requested to fund the dissertation preparation and defense phase. Mr. Vugar Ahmadov will seek funding for the dissertation preparation and defense phase.

Currently Mr. Ahmadov and his dependent are in the US and in the process of transferring from F-1/F-2 to J-1/J-2 visa, which is the requirement for all USAID participants and their dependents.

## **2. DIPLOMA IN INTERNATIONAL FINANCIAL REPORTING, Baku, Azerbaijan, April 24 – July 6, 2006**

The objective of **Diploma in International Financial Reporting training program**, which is held in **Baku, Azerbaijan on April 24 – July 6, 2006**, is to certify key representatives of accounting and finance departments of ministries, natural monopoly institutions and insurance companies of Azerbaijan on International Financial Reporting Standards (IFRS) that will prepare the trainees in establishing these standards in Azerbaijan.

This 3-month training for 50 participants consists of the following stages:

**Stage 1** – Baku-based introductory, lecture-style course. The participants were divided in two groups. The introduction course for the first group was conducted on April 24 – 29, 2006, and for the second group on May 3 – 8, 2006.

**Stage 2** – Baku-based period of independent study. To assist the students during this phase, a specially developed practical guide for independent self study, including two control tests were provided to each participant.

**Stage 3** – practical course on key elements (often examined questions).

During the course the participants were taught key elements and difficult tasks were analyzed using number of examples. On the last day of this four-day training all students were recommended to take a mock exam. All tasks written at the mock exam were checked and given back to students before final exam.

The practical course for the first group was conducted on June 5 – 8, 2006 and for the second group on June 13 – 16, 2006.

**Stage 4** – The students will sit for the Association of Chartered Certified Accountants (ACCA) final exam covering all elements of the DipIFR (Rus) to be conducted by the provider. Upon

passing this three-hour exam, the participants will receive the DipIFR (Rus) certification. Exams are officially accredited by ACCA and conducted under a strict observation of the Association, which give qualification of DipIFR-Rus to candidates who successfully pass the exam.

The exam will be conducted on July 6, 2006.

The program is non-competitive to **Accountancy Tuition Center (ATC) International**, which is a finance and accountancy training company operating in Central and Eastern Europe since 1993, making them the first provider of high-quality training in this market. Since then, they have helped many thousands of individuals to achieve their career goals, and hundreds of organizations to improve the value of their human capital.

### **3. BANK INSPECTION AND AUDIT 2006, Washington, DC, Austin & Houston, TX, Concord & Laconia, NH, USA, July 7 – 28, 2006**

**Bank Inspection and Audit 2006**, to be conducted in **Washington, DC, Austin and Houston, TX, Concord & Laconia, NH, USA, on July 7 – 28, 2006**, is designed for 5 representatives of the National Bank of Azerbaijan. The goal of technical assistance program to the National Bank of Azerbaijan is to increase the exposure of key National Bank of Azerbaijan (NBA) staff to on-site and off-site bank inspection methodologies in the United States, including reporting processes and evaluation techniques. Further, it will provide first hand experience to the procedures of reviewing bank financial documentation such as capital, earnings, liquidity, interest rate/financial market risk, IT, internal audit and external controls.

Three NBA supervisors will be guests of the State of Texas Department of Banking, and two NBA supervisors will be guests of the New Hampshire Banking Department. The programs will be for three weeks consisting of one week at their headquarters offices in Texas and New Hampshire respectively, and two weeks participating in an on site inspection of a bank in the respective jurisdiction.

The schedule for the group of five is as follows:

- For the first week, the off-site surveillance review will consist of sessions on the Departments' examination techniques and environment, with emphasis on such areas as compliance, governance and operational risk. It will also include a presentation on the actual pre-examination preparation and risk assessment methodology related to the examination of a local bank.

With its main office in Austin, the state capital, the Texas Department of Banking is charged with ensuring a safe and sound financial services system in Texas. Their philosophy is to support and promote participation of safe and sound entities in the financial services system, by influencing developments in the federal law in a manner that promotes local control and by providing a state regulatory system that avoids unnecessary impediments to healthy competition.

With its main office in Concord, the New Hampshire Banking Department is headquartered in the state's capital. The Department is the primary regulator for state-licensed and state-chartered financial entities, including domestic banks, foreign agencies, branches and representative offices, savings institutions and trust companies and other financial institutions operating in New Hampshire including mortgage bankers and brokers, check cashers, money transmitters, and licensed lenders, among others.

The Department's legislative mandate is to insure the safe and sound conduct of these businesses, to conserve assets, to prevent unsound and destructive competition, to maintain public confidence in the banking system, and to protect the public interest and the interests of depositors, creditors and shareholders.

- The Azerbaijani bank inspectors will join their counterparts for the on-site inspection of a local bank during the subsequent two weeks of the program.
- The final day will be used for closeout by Bankworld, and development of the Action Plan to be finalized in Baku.

The program is non-competitive to **Bank World Inc.** (USAID SO 1.3 Partner in Azerbaijan) which has been working in Azerbaijan on a long-term engagement with the National Bank of Azerbaijan (NBA). As a part of its multifaceted bank supervision project in Azerbaijan, Bank World, Inc. is currently training the NBA's bank inspectors in bank supervision as well as being engaged in the examination of Azerbaijani banks. Bank World, Inc. is assisting the NBA in a variety of ways, including designing and delivering a training and certification program for bank inspectors. Some of the subjects in this certification program include credit, risk management, and accounting. As a result, it has gained a good understanding of their strengths and weaknesses.

#### **4. ENGLISH LANGUAGE TRAINING, Baku, Azerbaijan, July 10, 2006 – June 2007**

**English Language Training**, to start on **July 10, 2006** and complete in **June 2007**, is designed for the Ministry of Economic Development's (MOED) Economic Policy and Forecasting Department staff with the purpose of improving English language skills and increasing the department's capacity. It is planned to form several groups of 4-5 people each that will be trained during the project life.

English language training has a complementary objective of enabling the MOED staff to access the international sources of information and knowledge. It is planned that 20 people will be trained during the project life.

The training will consist of three components:

- Testing the levels of the participants. The test examines speaking, listening, reading, grammar, and writing skills.
- Dividing the participants into training groups. As a result of the test the groups will be defined as: complete beginner, elementary, pre intermediate, intermediate and upper intermediate. Training will be implemented separately in these groups.
- Conducting exams and certifying the participants.

On the competitive bid **Education and Training International** has been selected as a training provider for the program.

The company has been operating in the Caucasus since 1996, in Tbilisi, Kutaisi, Poti, Batumi and in Baku and now operates also in Moscow. The organization has got a firm commitment to indigenization and the localization of workforces and as such work in partnership with clients to support the development of local staff. ETI has been cooperating with AIOC, BAT, BP, British Bank, CARE International, Georgian Pipeline Company, UMCOR, UNHCR in the region.

#### **5. ECONOMETRICS AND MACROECONOMETRIC MODELING WITH EViews, Brussels, Belgium, July 10 – 15, 2006**

The goal of the **Econometrics and Macroeconometric Modeling with Eviews**, to be conducted in **Brussels, Belgium, on July 10 – 15, 2006** is to introduce all the basic tools for constructing and implementing medium-scale macroeconometric models for policy analysis. By the end of the course the participant will have acquired detailed knowledge of and extensive hands-on experience in the use of EViews, econometrics with EViews, the structure of macroeconometric models, building the database for such models, estimating and calibrating the models, implementing the model on the computer using EViews, formulating scenarios and running policy simulations, reporting and interpreting the results.

**EcoMod** is an independent, non-profit, non-partisan international research and educational network, dedicated to promoting advanced modeling techniques in policy analysis, forecasting, and policy development. EcoMod's research, training, and workshops focus on policy-relevant issues in order to help decision-making and to bridge the gap between academics, policy-makers, and business. EcoMod's annual conferences bring together several hundred researchers from all continents.

#### **6. IMPROVING COMPENSATION SYSTEM IN NBA, Baku, Azerbaijan, July 10 – August 18, 2006**

The assessment **Improving Compensation System in the National Bank of Azerbaijan**, to be conducted on **July 10 – August 18, 2006**, will cover the assistance in designing and implementing an up-to-date employee motivation scheme (grading system) at the NBA. The performance problem is to motivate and retain professional and competent staff on a sustainable and durable basis. The main indicators of performance are: (a) presentation of the project idea, (b) approval of outline and methodology for motivation scheme at the NBA, and (c) endorsement of project implementation reports.

The beneficiaries of the assessment will:

- Contribute to the drafting of internal regulations on the implementation of assessment of the staff against the criteria and according to the grading scale provided by the program provider;
- Conduct the actual assessment process facilitated by the program provider; and
- Make presentation to the Management Board about the project implementation and preliminary outputs.

The NBA will actively pursue additional support activities, such as the establishment of an internal group of monitoring and coordination of project implementation, training of human resource trainers, workshops on results of similar projects implemented in other organizations both domestically and abroad.

The implementation of the project will be divided into three phases:

**Inception phase** will take one full week and the work will concentrate on creating a project team within the NBA, providing necessary advise on the selection of the project team and pilot departments, evaluating the current situation, including review of organizational structure, staffing and compensation system, as well as, analysis of the reasons for leaving the NBA, in order to identify the exact problems and needs of the institution. Utilizing international best practices in the assessment of the current compensation system, the exact needs of the NBA will be identified through check-lists for interviews and questionnaire for the NBA staff survey, which will be developed in consultation with Top Managers, heads of key departments, some lower level staff and professional staff that left the National Bank.

**Implementation phase** will extend over a longer period of time - up until one week prior to the end of the project. During this period, the ABTC will focus on the implementation of the following 3 major components:

1. The ABTC experts will develop indicators for assessing working places, manuals, Excel-based program for creating the grading system and establishment of a basic salary system.
2. After creation of the grading and basic salary system, the ABTC will start to assist the NBA project team on creation of performance appraisal system by using agreed quality and quantity indicators.
3. Consultancy on creation of motivation system, which will start after establishment of abovementioned two systems.

**Consolidation phase** is designed to take up the last week of the project term and the results reached during the implementation phase will be discussed in detail with the NBA Top Management. This serves to compare the actual results with the goals set by the USAID. Additionally, the ABTC will organize a final workshop that should sum up the results reached, as well as, lessons learned during the implementation of the Working Plan. Additional recommendations will be provided for further monitoring of results.

The training is non-compete to **The Azerbaijan Bank Training Center (ABTC)**, which is a local leading training and consulting institution established with the assistance of EU-TACIS and its experience is gained from Western European, US and Japanese professional expertise. It has already provided more than 40 consultancies in Azerbaijan and Georgia in the framework of international projects, as well as, commercial assignments covering various areas of management. Thus, its track record since its inception clearly proves its capability to conform to international standards.

### **S.O. 1.3 Planned Programs for Next Quarter**

#### **1. TIMS END-USERS TRAINING, Baku, Azerbaijan, Summer – Fall 2006**

The goal of **TIMS End-Users Training**, to be conducted in **Baku and regions, Azerbaijan in Summer – Fall 2006**, is to train about 500 end-users from Central and Regional Treasuries on basic desktop computing, Microsoft environment, and the Ministry of Finance new monthly-consolidated financial and budgetary reporting system, also to train end users to use Microsoft Excel to download data, create their own worksheet, analyze and report on their data in a desktop environment, provide financial and budgetary reporting under new budget classification based on the GFS system.

Training will have 2 parts:

1. Basic computer skills training (includes Windows operation system, Microsoft Word, Microsoft Excel).
2. Monthly financial and budgetary consolidated reporting system based on the Government Finance Statistics (GFS) from the International Monetary Fund (IMF) completed by Ministry of Finance recently.

Specialists of IT Department of the Ministry of Finance will train trainers of selected training provider on the Monthly financial and budgetary consolidated reporting system. Then training provider will deliver course on this topic for all the TIMS end users.

The training provider will be identified on a competitive bid.

## **2. DISTANCE LEARNING ON PUBLIC ADMINISTRATION, Baku, Azerbaijan and Skopje, Macedonia, Starting in Fall 2006**

The goal of the **Distance Learning on Public Administration** planned to be held in **Baku, Azerbaijan and Skopje, Macedonia in fall 2006** is to strengthen public management, public policy analysis and public policy making knowledge and skills of the staff of the Ministry of Economic Development to promote reforms in these fields.

The program will consist of:

**The Master of Public Policy and Management (MPPM) degree** is designed for mid career professionals who are interested in building on their knowledge, skills, and experience in the field of public policy and management. Applicants must have a university diploma plus five years of professional work experience beyond an entry-level position. The 30-credit degree program offers a useful set of conceptual, analytical, and technical skills applicable to administrative and policy reform in Macedonia and the Balkan region. The duration of the program is 2 years. MPPM will include the courses on Public Management, Financial Management and Budgeting, Applied Microeconomics, Public Program Evaluation, Quantitative Methods, Policy Issues Seminar: European Integration and Decentralization, Public Policy Analysis, Management Issues Seminar: Civil Society and Human Resources, Management Information Systems, Capstone (internship).

**The Graduate Certificate in Public Policy and Management (CPPM)** is designed for beginning professionals who have a university diploma, but little or no practical experience in the field of public policy and management. The 18-credit program introduces a set of conceptual, analytical, and technical skills applicable to administrative and policy reform in Macedonia and the Balkans. Students may apply these credits toward one of the following master's degree programs offered at the University's campus in Pittsburgh: Master of Public and International Affairs (MPIA), Master of Public Administration (MPA), or Master of International Development (MID). The duration of the program is one and half years. CPPM include the courses on Public Management, Management Information Systems, Applied Microeconomics, Financial Management and Budgeting OR Quantitative Methods, Public Program Evaluation, Public Policy Analysis.

The candidates' selection will consist of the following steps:

Step 1: The candidates will take International English Language Testing System (IELTS).

Step 2: Submission of Application Form, Essay, CV, and Copies of Diplomas.

Step 3: Submission of final list of candidates to USAID.

Step 4: Submission of all needed documents of finalists to the Graduate School of Public and International Affairs at the University of Pittsburgh

The training provider for the program will be **Graduate School of Public and International Affairs at the University of Pittsburgh, Graduate Center for Public Policy and Management in Macedonia.**

For over four decades, the Graduate School of Public and International Affairs (GSPIA) has been a leading graduate school in the United States in preparing students for careers in public policy and management. Over that period, the school has consistently adapted and refined programs as the needs of governments, nonprofit organizations, and businesses engaged in public service have changed. Recently, they opened the Graduate Center for Public Policy and Management in Skopje to serve Macedonia and the Balkans. This center will help countries in this region transform their economies and public administration to better serve their citizens.

NB: It's important to note that the future of the GSPIA in Skopje, Macedonia is uncertain as it

struggles with self-sustainability issues. The START Project is currently discussing alternative options of support to the Ministry of Economic Development should this intervention not take place.

### **3. HR MANAGEMENT ASSESSMENT, Baku, Azerbaijan, Starting in Fall 2006**

**Human Resource Management Assessment of the National Bank of Azerbaijan** will be conducted in **Fall 2006** and its goal is to:

- Develop proposals for harmonization of the requirements of legal framework governing the terms and conditions of employment at the NBA in line with the best international practices, including detailed procedures for hiring, promotion and redundancy with each linked to a specific motivation mechanism consistent with a general grading system to be established at the NBA as part of a separate parallel assignment;
- Develop detailed guidelines for professional HR management operation at the NBA, including roles and responsibilities, organizational arrangements, as well as areas for Technical Assistance needs and a timed action plan for implementation of a capacity building program for the HR department of the NBA;
- Identify a training strategy, including suggestions on implementation arrangements for continuous capacity building of the professional staff of the NBA, and develop an inter-departmental workflow chart with specific roles and labor division clearly established with regard to implementation of such strategy;
- Elaborate on a strategy to implement a full automation of HR management processes, including the assistance with identification and selection of respective hardware and/or software.

The pace of economic development and expanding institutional capacity of the NBA, as well as the increased pressure to coordinate more effectively the macroeconomic policies have all presented a serious challenge for the NBA to motivate and retain professional and competent staff on a sustainable and durable basis. A growing competition from the private sector and deteriorating tertiary education system has considerably constrained the ability to recruit well-educated young specialists over the recent few years. In addition, recent structural changes at the NBA have resulted in a number of new thematic areas, which mostly require specific and technical skills and expertise usually available in the private sector. For NBA to be able to attract such potential, while retaining home-grown experts in-house, it is important to design and implement a strategy for management of human resources at the NBA.

The training provider for the assessment will be identified on the competitive bid.

### **4. INTRODUCTION TO INTEGRATED WATER RESOURCES MANAGEMENT TRAINING (IWRM), Chakvi, Georgia, July 17-22, 2006**

Four representatives of the Ministry of Ecology and Natural Resources will attend **Introduction to Integrated Water Resources Management Training** that will be conducted in **Chakvi, Georgia on July 17 – 22, 2006**. The objective of this training and workshop is to give insight to the participants about Integrated Water Resources Management, its definition, structure and main principles, its institutional dimensions - role of national water policy, basin public councils, and institutional framework in the process of IWRM. The training will also address the options for water sharing, joint resource management and its benefits, ground water monitoring and aquifer management, basics of river basin planning, legal and regulatory mechanisms in the process of IWRM, measures for reducing impact of industrial and agricultural activities, natural disasters management: flood & drought control, the cross-sectoral and upstream-downstream dialogue practice in the regional perspective, the role of local communities in water governance and decision

making process.

The program is non-compete to **PA Government Services Inc.** since the program is off the shelf.

PA Government Services Inc. is responsible for strengthening the institutional framework and capacity for trans- boundary basin management and increasing technical understanding on key topics, for developing the scientific and analytical capacity needed to turn data into information, and promote the use of sound science for management, for strengthening civil society participation to achieving stewardship and measurable social, economic, and environmental results.

## **STRATEGIC OBJECTIVE 2.1: CIVIL SOCIETY BETTER ORGANIZED AND REPRESENTED**

### **S.O. 2.1: Completed Programs**

#### **1. STUDY TOUR FOR TV MANAGERS, Charleston and Bluefield, WV, USA, May 22 – June 2, 2006**

5 regional TV representatives and 3 representatives from Public TV attended the **Study Tour for TV Managers** held in **Charleston and Bluefield, WV, USA** on **May 22 – June 2, 2006**. The purpose of the study tour was to learn how network operates and come to realize that the synergy created by cooperation makes the entity stronger; to be exposed to network news programs, the need for financial control, forecasting; to learn the art of Human Resources implementation.

Meetings and seminars were held at different TV channels, broadcasters' associations, and a journalism school in Charleston and Bluefield, West Virginia. During this program, the participants: learned how a television network operates; realized that their cooperation and adherence to a programming and advertising schedule adds to their viability for their future endeavors; learned the structure of the network news programs and how they would be responsible for their providing "packages" for the news programs as a part of the network; experienced the need for financial controls and forecasting (to underscore that TV stations are commercial enterprises); understood the art of Human Resource implementation –broadcasting is a team effort.

Topics of discussions focused on: affiliate responsibilities; benefits of affiliation; business management (accounts receivable, accounts payable, cash flow, forecasting, etc.); inventory control; audience research; and, personnel management.

According to the participants, generally, the TV Managers Tour was well organized and successful in meeting the objectives of the program. Participants stated that they learned new information about advertising, rating, cable broadcasting, and 90% of the knowledge that they need for creating a network among themselves, which was the main objective of the study tour. The meetings held at West Virginia Broadcasters Association, West Virginia Public Television, West Virginia Advertising Agency, and Charlie Web's (the facilitator) seminars were very useful. Mr. Web left very good impression on the participants and he was mentioned to be very knowledgeable about advertising on TV. Participants also noted that the people they had met would be useful for them while creating the network of TV stations that they are working on now.

The participants were disappointed that they did not meet with technical staff of the TV stations. They also commented that some of the site visit representatives could not answer their specific questions regarding broadcasting technology.

The weakest part of the program was evaluated to be the logistical part. Participants were not fully satisfied with the logistical arrangements that the training provider organized. Poor transportation arrangements, a rude van-driver, remote and low quality hotels in both Charleston and Bluefield were emphasized in the exit evaluation forms and the debriefing session.

The evaluations convey that, generally, the program was successful and full-filled the ultimate objectives. The tour was a good chance for members of the future network to interact and build relationships. The trainees learned skills that they need in order to build the network. Regional TV channels made connections with the executive staff members of the Public TV, which will be very useful for them. Participants were introduced to valuable resources in the States, which might be useful for them in the future.

On the competitive bid **Center for International Understanding** was chosen as a training provider.

Established in 1988, the Center for International Understanding (CIU), a non-partisan entity, engages Appalachia in US foreign policy objectives of peace and trade. Working with US federal agencies such as USAID, US Department of State (DOS), Open World Leadership Development Center (OWLDC), and the Department of Defense (DOD), the CIU:

1. Promotes peace initiatives through educational, professional, and business exchanges;
2. Over 18 years, has assisted area businesses to enter global markets and fostered information exchange between US and international entrepreneurs and private-public-, and NGO-sectors.

## **2. ANTI-CORRUPTION TRAINING, Oklahoma, OK, USA, June 5 – 9, 2006**

According to Transparency International's Corruption Perception Index lists the Republic of Azerbaijan is one of the most corrupt countries in the world. In response to this problem, the government of Azerbaijan has begun to build the legal framework to combat corruption. The purpose of the **Anti-Corruption Training**, held in **Oklahoma, OK, USA on June 5 – 9, 2006**, was to familiarize the members of the anti-corruption community of Azerbaijan with the experience of the Oklahoma State in fighting corruption, mechanisms, procedures and methods of combating corruption in the USA, and to provide them with relevant professional contacts so that they can further share their knowledge and experience in the field, and continue to obtain technical assistance in the future. They learnt about combating corruption in different types of agencies, from bribery of inspectors to controlling licensees to protecting consumers' rights; and make contact with many anti-corruption professionals who would be able to provide them with ongoing assistance in the future.

The participants had meetings and discussions with both government and non-government representatives (such as ethics committee members etc) as well as, a quick meeting/discussion with civil society and press representatives and were able to discuss their interaction or involvement in the whole process.

The group of visiting Azerbaijanis was very diverse, the participants represented the Government, non-governmental sector, and the media. The diversity of the group's makeup allowed for a genuine exchange of opinions and information to take place during the meetings, and on the sidelines.

The content of the meetings was useful, relevant, diverse, and informative. The visitors were exposed to a diverse spectrum of opinions and practices in the area of anti-corruption measures, and, based on the conversations with the participants, they considered the information received to be of high relevance and interest to them. Some of the participants representing the government

sector, as usually is the case, saw their role as defending the reputation of the Azeri government as a corrupt entity as their primary objective, superseding their participation in a meaningful exchange of information, but those incidents were minimal.

The Anti-Corruption Study Tour held in Oklahoma was relatively short but very useful in covering various aspects of the potential areas of corruption and the methods by which instances of corruption can be countered. The organizers ensured that the sessions were packed with substance, and each one of those sessions provided a valuable learning experience for the Azerbaijani delegation. The lectures addressed a variety of fields dealing with corruption, ranging from business, law-enforcement, politics and government affairs.

Particularly memorable were the lecture series in the Oklahoma State Capitol and the Oklahoma State Bureau of Investigations. The chairman of the House Ethics Committee, Representative John Wright, gave an excellent briefing on the authority, roles, responsibilities and procedures of the committee. The other speakers in the session conveyed the concept of state governance and its interaction with the federal authorities in the process. Incidentally, on the day of the lectures, the registration process had just begun for the candidates who wished to stand for the next legislative elections in Oklahoma State. So, the members of the Azeri delegation had a unique chance to observe the political process on the spot. In the Oklahoma State Bureau of Investigations, the participants received detailed presentations on the ways in which the state law enforcement authorities carried out the struggle against corruption and white-collar crimes. The Azeri delegation was briefed on the methods of investigations and the legal procedures that led to the execution of justice in such regards. The visit to Tulsa where Dr. Robert "Dobie" Langenkamp gave series of lectures on anti-corruption measures installed in the governance system of the United State was also very useful, and the participants expressed satisfaction with the content of these talks. The only complaint was that the program lasted only a week and was a bit too short to gain broader understanding of the issues relating to anti-corruption.

The non-compete training provider for the event was **Oklahoma National Guard**.

The National Guard State Partnership Program (SPP) links US states with partner countries for the purpose of supporting the security cooperation objectives of the Combatant Commander. The program's goals reflect an evolving international affairs mission for the National Guard using the unique civil-military nature of the Guard to interact with both active and reserve forces of foreign countries. The State Partners actively participate in a host of engagement activities ranging from bilateral familiarization and could lead to training exercises opportunities, fellowship-style internships, and civic leader visits and medical events.

### **3. 2006 INTERNATIONAL JESSUP MOOT COURT COMPETITION, Washington, DC, USA, March 26 – April 1, 2006**

The Jessup International Moot Court Competition was founded in 1959 and is an international law advocacy competition. The Jessup Competition is administered by the International Law Students Association, in cooperation with the American Society of International Law. Students from around the world represent two fictitious nations, through written and oral advocacy, in a hypothetical dispute before the International Court of Justice, participating in regional and national competitions which culminates in a world-wide final round held in Washington in March or April.

This year a team of five students of Baku State University participated in the final round of **International Jessup Moot Court Competition** that took place in **Washington, DC, USA** on **March 26 – April 1, 2006** to improve their oral and written advocacy skills.

On Sunday, March 26, the teams had an orientation session where they were provided with the final competition schedule, the list of all the participating teams and names of the teams they would compete with. Unfortunately, the Azerbaijani team could not proceed to the Advanced Rounds of the Competition. They stopped their participation in the competition with the Preliminary Rounds. They competed four times: twice as Applicant, and twice as Respondent. They met with the teams from Poland and Kenya, but they were defeated and could not win in any of the contests. They took 97<sup>th</sup> place among 101 competing teams where a US team became the winner for the first time after 16 years.

The participants also spoke about the skills that the students studying law in Azerbaijan lack in this sphere and this lack subsequently leads to the teams' failure. The Azerbaijani students do not have sufficient legal resources, receive theoretical knowledge fairly well at the universities however, practical aspects of the law studies are not developed at the desirable level and are not taught law advocacy, legal writing skills at law universities. Also there is a language barrier, which was cited by the participants as one of the reasons for not achieving the expected results in the competition. Azerbaijani law students' language knowledge is not as proficient as foreigners whose native language is English.

The participants cited these reasons as obstacles impeding them in getting better results in the international Jessup competition. In overall, the participants were happy that they obtained an opportunity to take part in the international round. The program gave all the students an incomparable opportunity to develop and improve on their brief writing skills, gain experience in appellate advocacy, learn about the substance and procedure of international law, and discover how the International Court of Justice operates.

In the action planning form, one of the participants Ms. Anna Dreyzina cited lack of appropriate education, better knowledge of the court system as key problems affecting her development in this sphere. She is planning to allot sufficient time to learning cases in international law, studying the international law systems, mainly US legal system. The other participant Ms. Sona Taghiyeva will work hard on improving her English and will apply for the next year's national round of the Jessup Competition.

Ms. Aliya Alakbarova wrote that she is planning to raise the popularity of the Jessup Competition in Azerbaijan so that more teams can participate. As a result there will be more young lawyers with good skills, which will lead to a stronger judicial system in the future.

The participants highly evaluated the role and support of their coach Ms. Ann Furr in the competition. The teams argued the cases many times in Washington, but each time only two people argued. She served as a catalyst and perhaps mediator in determining who would argue. Ms. Furr also ensured that everyone had a chance to argue, not just the strongest team members. She also arranged a cultural activity for the group. Ms. Furr organized a White House tour for the participants, which was very appreciated by them.

The non-compete training provider was **International Law Students Association (ILSA)**. The International Law Students Association (ILSA) is a non-profit association of students and young lawyers dedicated to the study and promotion of international law. Generally, legal education in the U.S. and elsewhere focuses upon domestic or local law. ILSA is dedicated to supplementing this traditional approach with opportunities for study, research, and career networking which concentrates on international and transnational law.

#### **4. FREEDOM HOUSE'S "NATIONS IN TRANSIT" AND OTHER PUBLICATIONS DISCUSSION, Baku, Azerbaijan, April 27, 2006**

The goal of a one-day conference entitled "**Freedom House's "Nations in Transit" and Other Publications Discussion**", which was held in **Baku, Azerbaijan on April 28, 2006**, was to review of the latest indicators and explanation of the methodology used for collecting them as applied in the publication *Nations in Transit*; animate discussion of DG trends in the country with civil society, government officials and international community; raise Freedom House's profile.

This roundtable gave opportunity to use three highly regarded publications produced on an annual basis by Freedom House – *Freedom of the World* (now in its 34<sup>th</sup> year), *Nations in Transit* (12th year), and *Countries at the Crossroads* (third year) to initiate an open discussion among representatives from a multitude of Azerbaijani organizations and institutions. Freedom House experts commented upon the logic and methodology underpinning their country evaluations. Dialogue included relative comparison of political freedom and civil liberty performance with neighboring governments, areas in Freedom House assessments of Azerbaijan have recently changed, the content and methodological approach supporting Freedom House conclusions, and recommendations for future progress.

The non-competitve training provider was **Freedom House**. Founded in 1941, Freedom House is an American's oldest non-profit organization dedicated to promoting and defending democracy and freedom worldwide. Based in Washington, DC, Freedom House has a staff of more than 100 employees and offices in New York, Hungary, Jordan, Kazakhstan, Kyrgyzstan, Mexico, Poland, Serbia, Ukraine, and Uzbekistan. Through almost fifty grants from both U.S. government and private funding institutions, Freedom House has conducted a broad array of democracy and human rights programs.

##### **5. LEGISLATIVE DRAFTING, Washington, DC, USA, June 12 – 23, 2006**

Since 1995, the **International Legislative Drafting Institute** has been held each June at Tulane Law School in New Orleans, Louisiana. In 2006, the Institute was relocated to **Georgetown Law School in Washington, D.C. The 12th Annual Institute, held on June 12-23, 2006**, offered training that responded to the worldwide demand on legislative drafting personnel for new laws to support the emergence of free market economies and democratic forms of government.

The training, intended for both lawyer and non-lawyer drafters, emphasizes pragmatic learning – not theory but practice. Participants "learned by doing" through drafting exercises, research assignments and preparation of a formulary for use in their own drafting offices. Afternoon roundtable discussions enabled participants to share ideas and information with each other, learning "how we did it" in response to numerous common problems of interest to drafters. Azerbaijan was represented by 12 Milli Mejlis Apparatus employees and NGO leaders.

According to the participants, the 2006 International Legislative Drafting Institute was well arranged. The lectures on the methodology of drafting and the role of the legislative drafters in law-making process were particularly valuable to the Azerbaijani law-drafters. The fact that many speakers possessed real-life experience in working with various state and federal legislatures helped in deepening the knowledge of the participants about the ways in which legislations get drafted in the United States. The emphasis on the simplification of the language of the bills, their accessibility to the general public, and the broad law-initiation opportunities were particularly novel elements for many in the group.

The visits to the Capital Building and the Senate session further reinforced the participants' understanding of the legislative branch and gave them a chance to observe the lawmaking process up close. The lawyers from civil society organizations that participated in the training program

liked it very much, too. This program gave them a lot of hands-on skills and knowledge on law drafting and especially on how the relationship should be built between state legislatures and civil society members.

Abil Bayramov from the "Towards Civil Society" mentions in the action plan that their organization works on the improvement of the legislation on local administrative bodies. Often times, it is not clear how the relationship between the state law-drafting bodies and relevant civil society organizations should be built in Azerbaijan. His US experience gave him a good example of this relationship and he is inspired to face the challenges. He finds civil society's role very important in democracy building and one of his initiatives is to organize round-table discussions on particular legislations with the participation of citizenry and law-drafters of government agencies.

But participants didn't like the part of the training that covered the issues of legislative drafting in English language, which was irrelevant and useless for them, as they do not draft in English. Participants also were not satisfied with the interpretation equipment that was used during the training. They had difficulties in asking questions from the lecturers, because it took time to ask the question and for the interpreter to translate it into English. Some of the participants wished that the training program was tailored to their specific needs.

The evaluations convey that the program was very successful. The training program was a great opportunity for Azerbaijani law-drafters to learn about the skills and knowledge that gave their American colleagues an irreplaceable role to play in contributing to the governance of their society. Although few sessions were not useful for the Azerbaijani participants, the topics that were covered during the training program were very useful and interesting for the law-drafters. Ms. Ramazanzade Lala of Milli Majlis acknowledged that she previously believed that the more complex the language of the legislation, the more esteem it would possess in the public eyes. The use of plain language for ordinary citizens was something she was glad to learn and bring back to Azerbaijan with her. Another participant was impressed with the system of the American government that they were given information about and the role of the legislative branch within the government. The right of an ordinary citizen and different agencies to initiate a law surprised the participants.

Another valuable purpose of the program was to build legislative drafting skills in civil society organizations. Three of participants were lawyers from different NGOs. They participated in the same training program and stayed in the same hotel with the employees of the Milli Mejlis and the Presidential Apparatus, which gave them a lot of opportunities to build professional and personal relationship. We believe that this relationship can be mutually beneficial and useful for the Azerbaijani legislation. There is a need to enhance civil society participation in legislation building in Azerbaijan and these kinds of programs are of vital importance in preparing grounds for it.

The program was non-competitor to **The Public Law Center (TPLC)**, which was established in 1988 as a joint venture of the Tulane and Loyola Law Schools. Numerous international visitors have attended TPLC training events ranging in duration from a single day to as much as three months in residence. TPLC staff has also conducted training sessions in distant locations, including legislative drafting presentations for the National Conference of State Legislatures, the International Municipal Lawyers Association (IMLA), and the Canadian Institute on the Administration of Justice/Institute Canadian D'Administration de la Justice, as well as workshops in developing countries.

### **S.O. 2.1: Active Programs**

#### **1. INTERNSHIP TRAINING ON MEDICATION AND ARBITRATION, Paris, France, July 10 – September 10, 2006**

The purpose of the **Internship Training on Mediation and Arbitration**, to be conducted in **Paris, France on July 10 – September 10, 2006**, is to allow one young Azerbaijani lawyer to get hands-on arbitration and litigation experience with a highly reputable law firm, so that s/he can return to Azerbaijan and not only use these skills but teach others as well. During the internship, the young lawyer will be part of law firm Freshfields Bruckhaus Deringer's litigation/arbitration team, and his/her activities therefore will depend on the cases the team will be engaged in during his/her internship. S/he will get intensive training and practice in oral and written advocacy skills and take part in the litigation and arbitration process. The intern will return with a good understanding of arbitration practice and the skills necessary to represent clients in arbitration.

The participants were identified through competitive selection process, which included:

- Public announcement place from March 6 to April 7, 2006 in "Zerkalo" newspaper, the universities that have law departments, and [www.azerweb.com](http://www.azerweb.com);
- Screening of submitted applications by START Participant Training Program and ABA CEELI based on the following minimal criteria: Bachelor degree in law; however, Master of Laws (LLM) is preferred; outstanding academic credentials and preferably, a bit of professional experience as well; sufficient command of English to allow them to function as part of an English-speaking team (a working knowledge of French is preferred); demonstrated interest in mediation.;
- American Language Institute Georgetown University English Proficiency Test (ALI GU EPT), which conducted on April 20, 2006, for the screened nominees.
- Interviews with candidates conducted on May 5, 2006 with the judge panel included: Ms. Aynur Yusifova, USAID, Ms. Lynn Sferrazza, ABA/CEELI, Ms. Ann Furr, ABA/CEELI, Mrs. Julie Hamlin, START Participant Training Program;
- Submission of the final list of candidates to USAID and, at the final stage, the regular intern recruitment process of the Paris office of Freshfields. The latter made the ultimate decision on accepting the interns to the law firm.

Mr. Farhad Mirzayev was chosen as an intern for the program and currently is in the process of receiving visa at the Embassy of France in Azerbaijan.

The program is non-compete to **The Law Firm Freshfields Bruckhaus Deringer**, which is a leading international law firm. With over 2,400 lawyers in 28 offices around the world, the law firm provides a comprehensive worldwide service to national and multinational corporations, financial institutions, and governments. Freshfields Bruckhaus Deringer is a leader among international law firms, providing business law advice of the highest quality throughout Europe, the Middle East, Asia, and the US. Their international approach is founded on strong local capabilities and experience.

### **S.O. 2.1: Planned Programs for Next Quarter**

#### **1. ETHICS AND RULES OF COMMERCIAL ADVERTISING IN THE US, USA, Fall 2006**

It is planned to send 10 members of advertising community and the owners in an Azerbaijani advertising agency to the **Ethics and Rules of Commercial Advertising in the USA in Fall 2006**. The primary goal of this intervention is to familiarize the participants with the fact that they have an obligation to both their clients (who pay them) and to the potential users of the products/services being rendered. There are certain basics in advertising that the industry in the US makes efforts to control such as the elimination of outrageous claims and respect for intellectual property rights, to just name two.

The participants will also learn that their only goal is to bring potential purchasers or users of the service to their clients, not to sell the product. They must be able to impart that to their clients both current and potential.

The main topic that will be covered during the training are:

- How an advertising agency is structured and how the synergism is achieved.
- How advertising agencies regulate themselves in the areas of IPR, copyright, and privileged client information.
- Ethics and best practices
- Planning for their future expansion and accommodating a growing market.
- How to attract new business and retain old clients.
- Costing out services (one size does not fit all).
- Hiring, training, and retention of staff.
- Creativity is not limited to the creative staff.
- Diversification and specialization.
- Political campaigns.

The training provider for the program will be identified on the competitive bid.

## **2. EDUCATION STUDY TOUR, Austria, the Baltic States, Hungary, and Germany, Fall 2006**

**The Educational Study Tour** is planned to be conducted with 12 members of Azerbaijan Parliament (Milli Mejlis) and its apparatus staff members is planned to be conducted in **Fall, 2006, in Austria, or the Baltic States, or Hungary or Germany.**

This program aims at learning law-drafting experience for the educational sector in one of the above-mentioned countries. Azerbaijan now faces challenges of serious reforms in its educational sector, including reforms in legislation. Nowadays, the Parliament of Azerbaijan is considering new draft on Law on Education, which will play significant role in reforming the educational sector. This study tour will help the Milli Mejlis members and its apparatus staff members to learn an experience of countries with advanced education legislation field and apply it to the legislation in Azerbaijan.

Training provider will be identified on the competitive basis.

### **STRATEGIC OBJECTIVE 3.2: INCREASED USE OF QUALITY HEALTH CARE SERVICES AND PRACTICES**

#### **S.O. 3.2 Completed Programs**

##### **1. NATIONAL NGOS CAPACITY BUILDING, Baku, Azerbaijan, April 25 – June 30, 2006**

The goal of the **National NGOs Capacity Building** was to develop institutional capacity of the Local NGOs working with International Medical Corps (IMC), by providing trainings to managers and directors of these organizations. The program targeted health, education and community development sectors of these organizations.

Management & Supervisory Skills training was conducted on April 25-27, 2006. As a result, the participants improved their skills on developing management strategies, increased their supervision

techniques knowledge, strengthened inter-personal skills required for effective management, acquired skills to analyse past management experience and plan for improvement actions.

Project & Report Writing training was conducted on May 2-4, 2006. As a result, the participants learned about project cycle and its key components, improved their skills for project analysing and planning; developed their abilities for designing effectiveness indicators for projects and improved reporting capabilities.

Financial Management training was conducted on May 10-12, 2006. The training resulted in improving the participants' knowledge on financial management, incorporating financial data into strategic planning of an organization, financial planning, assessment of quality requirements for managers, and building financial control systems.

Umid HSSC's experts on Information Dissemination and Outreach, Human Resources and Development, as well as Finance conducted individual consulting activities to follow up on the impact of the trainings and give further mentoring to its participants at their workplace within their organizations.

Each organization was introduced to key functions of information dissemination and outreach activities: development of information materials for media and non-media structures; publications on organizational performance like annual reports; managing information outreach and its effective dissemination within an organization and its branches; informing staff members on new programs and events. Umid HSSC's expert on financial management has thoroughly analyzed financial issues in the NNGOs and provided relevant consultations and technical assistance.

These consulting activities were followed by impact assessment conducted in the spheres of human resources management, organizational development, developing contractual procedures, etc.

The non-competed training provider for the event was a local NGO "**Umid**" **Humanitarian and Social Support Center (HSSC)**.

Umid Humanitarian and Social Support Center is an independent national NGO working to help the marginalized segment of the population, in resolving their basic needs, to end their social problems, improve the education, develop communities, create economic opportunities for the people, coordinate the cooperating/assisting the international agencies functioning in the country, etc. Umid HSSC has been established in 1997 and registered with the Ministry of Justice in 1998.

## **2. STUDY TOUR FOR THE HEALTH SECTOR DECISION MAKER GROUP, Ankara, Turkey, April 17 – 21, 2006**

A group of 11 representatives from the Ministry of Health, and Milli Mejlis as well as health workers attended a one-week **Study Tour for the Health Section Decision Maker Group** held in **Ankara, Turkey** from **April 17 to 21, 2006**. The goal of the study tour was to initiate review of existing Reproductive Health/Family Planning (RH/FP) policy environment and demonstrate a need for development of a new multi-sectoral National RH/FP and Contraceptive Security Program through introduction of Azerbaijani decision-makers to a successful experience of Turkey in developing RH/FP Policies.

The topics of the training included: key factors within the policy and regulatory environment that affected RH/FP service delivery; experience of Turkey in development and implementation of enabling/supportive national RH/FP policies; the national contraceptive security concept and how

it had been applied in Turkey; experience of Turkey in provider capacity building & quality assurance for RH/FP services; exploration of systems and approaches appropriate for Azerbaijan.

The participants shared their thoughts on expectations and future activities. Emphasizing the relevance of the program, Mr. Musa Guliyev of Milli Majlis stated that the following activities would be sought to be implemented: adding a different line item in the national budget, particularly in the Ministry of Health budget for the RH/FP expenses, conducting gender expertise of the health budget, and health-related laws. He emphasized the importance of acquiring stronger governmental and societal support on sensitive RH/FP issues. He also mentioned the significance of public awareness campaigns, community outreach programs, and changing the behavior and attitudes of male youth.

Mr. Samir Abdullayev of the Ministry of Health talked about the recent transformation in the Ministry of Health outlook on the reform initiatives. He mentioned that a general meeting was held in May in the Ministry in order to discuss the results of the program, and how they can apply the new information and experience in their work. He particularly stressed the change in the attitude of the participants following the Study Tour.

Ms. Faiza Aliyeva of the Institute of Obstetrics and Gynecology suggested setting up a Coordination Council which would manage the efforts in this area. Stating that there was local capacity for trainers, she added that there was a need for getting a list of high-quality contraceptives and more importantly, developing an overall contraceptives policy. Ms. Leyla Karimova of the Azerbaijan State Medical University put an emphasis on teaching aspect of the RH/FP both at pre- and in-service levels. She said that it is important to include RH/FP topic in the curricula of medical students.

Other ideas that were expressed in the meeting were:

- Creation of information center on RH/FP issues;
- Creation of specialized hospital for youth;
- Work on improvement of relevant legislation;
- Start to develop social marketing efforts;
- Working in communities to raise their awareness;
- Working with TV and radio channels to create educational programs;
- inclusion of contraceptives in insurance packages;
- Improving training capacity on RH/FP issues.

The participants highly appreciated the study tour. They were quite pleased by the choice of the country, as both countries are Islamic and share numerous cultural similarities. They enjoyed the meetings organized at the Turkish Parliament, Turkish Ministry of Health, visits to Health Centers, Maternity Hospitals, Health Training Centers, and Medical Universities. The agenda was so effective that every member of the group found it interesting from practical point of view for himself or herself.

As a result of the study tour, the participants have committed to develop strategic and action plans, to expand the successful pilot projects in Azerbaijan, to create a legal framework, to search for financial resources, and to provide training for family medicine specialists and many other actions.

According to training provider (Engender Health) final report, the ACQUIRE Project will provide support to the establishment of a task force for policy change composed of the members of the study tour delegation, provide assistance to overview the steps to be taken for a well-developed and broad plan of action on RH/FP, and organize a national meeting to share results and to initiate stakeholder participation and joint planning.

The program was non-competitive to **Engender Health**. The organization worked in Turkey for almost three decades starting from 1974 and has built close working relationships with the Ministry of Health and Social Insurance Organization, the major players in the reform process. Engender Health has already reached a preliminary agreement with these two institutions about their participation in the study tour that the participants can get first-hand information from people who championed the reform.

### **3. FLAGSHIP COURSE ON HEALTH SYSTEM DEVELOPMENT FOR COUNTRIES OF CENTRAL ASIA, CAUCASUS AND MOLDOVA, Bishkek, Kyrgyz Republic, May 22 – June 2, 2006**

The Flagship Course is a training program of the World Bank Institute based on a systematic health system approach to policy design and implementation. The Flagship Program was launched in 1997 in Washington DC and has been adapted to different regional and country contexts. Since 2004, two Flagship Courses have been organized and delivered in Kyrgyzstan for 99 health sector representatives from Central Asia, the Caucasus, and Moldova.

The purpose of **Flagship Courses on Health System Development for Countries of Central Asia, Caucasus and Moldova** conducted in **Bishkek, Kyrgyz Republic** from **May 22 to June 2, 2006**, was to provide the participants with analytical and policy-making skills to design and implement health policies to improve health system performance in their countries. The participants were 8 representatives of government institutions, NGOs and hospitals.

The Flagship course provided participants with measurement tools to assess the performance of health systems, methods to improve health financing, and health care delivery using spacious international experience. Interesting cases on the examples of some countries and policy instruments to health services delivery at primary level was also discussed. In addition to interactive presentations this 10-day course employed adult learning techniques such as case studies, group work and debate. Participants were also asked to use data based upon own country examples.

In general, the participants were pleased with the program, which was delivered for the third consecutive time in Kyrgyzstan. The participants have learned about various insurance programs, new trends, and economic aspects of health services. Mr. Javid Mammadov, who works for Social Sector Finance Department in the Ministry of Finance also found the program useful and mentioned the importance of covering the issues of financial support.

Ms. Irada Akhundova stated that after attending the program she better understood her role as a World Bank Consultant under the Health Sector Reform Project implemented jointly with the Ministry of Health. Mr. Togrul Majidov, who represented Ministry of Finance, already shared what he had learned in Kyrgyzstan with his manager, who is a member of the Working Group on developing new insurance policies.

Mr. Azer Mehtiyev, one of the two NGO representatives said that Azerbaijan could well learn from the mistakes of other countries that have undergone health reforms. Mr. Mehtiyev will publish an article on this program in their Finance and Accounting journal.

Ulviya Aliyeva, who is also an NGO representative expressed the need for joint lobbying and public awareness efforts for promoting reform in primary health care sector. The following recommendations were made during the debrief meetings: to establish a working group; to organize a 2-3-hour round table and invite NGO and media representatives; and to arrange a talk show on TV.

The group was accompanied by Ms. Aybeniz Ibrahimova, Primary Health Care Advisor, International Medical Corps (with IMC support). International Medical Corps is one of the major members of the consortium of U.S. health organizations that manages the Primary Health Care Project, supported by the U.S. Agency for International Development. Ms. Aybeniz Ibrahimova underlined the need to unite in a working group, so that all the ideas gained during the study tour would be considered throughout the PHC Project.

The program was non-competitive to **The Center for Health System Development**, which is established by the Ministry of Health of the Kyrgyz Republic to institutionalize the achievements of the National "Manas" Health Care Reform Program supported by the World Bank, ZdravPlus Program/USAID and WHO-DFID. The Center provides support to the Ministry of Health for capacity building in the health system through enhancing the knowledge, skills, and expertise of health care specialists. The Center aims to develop and strengthen linkages with key national and international academic institutions involved in health policy research and training and with international organizations that provide support to health system development.

#### **4. REGIONAL WORKSHOP ON MONITORING AND EVALUATION OF TUBERCULOSIS PROGRAMS, Kiev, Ukraine, May 23 – 26, 2006**

The Tuberculosis Advisor of The Global Fund to fight AIDS, Tuberculosis and Malaria attended the **Regional Workshop on Monitoring and Evaluation of Tuberculosis Programs held in Kiev, Ukraine, May 23 – 26, 2006**. The goal of this training was to build the capacity of participants to design and implement monitoring and evaluation (M&E) plan that could provide informed decisions related to Tuberculosis (TB) programming. The curriculum was targeted at national and sub-national level TB personnel, especially those responsible for gathering, analyzing and using program-related data, M&E professionals from other areas (e.g. counterparts, assistants and advisors), and NGO and USAID Mission personnel responsible for oversight of TB programs, especially in the areas of reporting, monitoring and evaluation.

At the debriefing, Mr. Ogtay Gozalov, TB Advisor of The Global Fund to Fight AIDS, TB and Malaria, was impressed by the standardized system of TB indicators, which was highlighted at the workshop, and indicated that the Compendium of Indicators that he was given is an important resource for TB M&E. He also showed a checklist he has developed for monitoring of TB indicators. He noted that his counterparts were very impressed by this document, which creates a clear vision of the TB infected patients status at the monitored hospital. He shared this document with his counterparts. Epidemiology, TB control in prisons and civil monitoring were among the topics Mr. Ogtay Gozalov found most relevant.

The presentations made by his counterparts coming from Ukraine, Tajikistan and Russia were very remarkable and they contained significant information from which to learn and apply in future work. Case studies helped the participants to make proper analysis of the existing situation in a hand-on way.

Mr. Gozalov believes that Azerbaijan must focus on carrying out public awareness campaigns on TB and HIV, informing population of the symptoms of these infectious diseases, the ways of transmission of infection and in which cases a person can be infected with TB or HIV. This is a very important step towards reducing the extension of these diseases. Public surveys must be conducted with the purpose of determining the basic knowledge level of population about these diseases.

There were also discussions about TB mortality. The participant noted that in case if a person dies in a car accident but he is infected with TB, it is still specified and recorded in statistics as TB

mortality. Therefore, he pointed out the importance of collection of precise TB mortality data and TB assessment in different categories. Data collection was noted as being under-utilized in Azerbaijan and not properly applied. In some instances, data is collected just for keeping records rather than identifying the exact number of infected people.

The program was non-compete to **Monitoring and Evaluation to ASsess and Use RESULTS (MEASURE) Evaluation.**

MEASURE Evaluation is a USAID-funded project implemented by the Carolina Population Center at the University of North Carolina at Chapel Hill in partnership with Tulane University, ORC Macro International, John Snow Inc., and the Future's Group. MEASURE Evaluation is strengthening monitoring and evaluation functions/systems and is building institutional capabilities that are essential to better judge the effectiveness of adopted interventions and approaches in the areas of family planning, maternal and child health and nutrition, HIV/AIDS, malaria, and tuberculosis. MEASURE Evaluation is also increasing efforts to facilitate demand for and use of data for policy formulation and program decision-making.

#### **5. LEADERSHIP IN STRATEGIC HEALTH COMMUNICATION: MAKING A DIFFERENCE IN INFECTIOUS DISEASES, HIV/AIDS AND REPRODUCTIVE HEALTH, Baltimore, MD, USA, June 5 – 23, 2006**

**Leadership in Strategic Health Communication: Making A Difference in Infectious Diseases, HIV/ AIDS and Reproductive Health**, held in Baltimore, MD, USA from June 5 to 23, 2006, responded to changing health needs around the world. The course discussed three core areas: infectious diseases with special attention to tuberculosis and malaria, HIV/AIDS and reproductive health. The course incorporated some of the latest thinking on leadership development and applied them to strategic health communication planning.

Guided by international communication and health experts, the participants explored the elements of effective behavior development communication and advocacy programs to create more competent and health literate societies. Through the workshop they learned how to apply leadership principles in developing health strategies and how to think strategically to design and implement communication programs.

Ms. Samaya Mammadova assessed this workshop to be a very useful and valuable to her professional work. The attendees were instructed in proposal writing, which Ms. Mammadova considered to be very important from the perspective of developing national health strategies and submitting them to the appropriate levels at the Ministry of Health. As a Public Relations person, she was very interested in lectures dedicated to mass media's role in project implementation. The participant stressed the significance of this element in the successful accomplishment of a project. She expressed her deep satisfaction with the advocacy related portion of the workshop. Gender issues were also one of the topics touched upon during the workshop.

One of the sessions throughout the workshop outlined the importance of effectively run hotlines in health institutions. Ms. Mammadova obtained an indispensable knowledge about the hotline system and its functions in the said establishments. She acknowledged that there is a big need for setting up this mechanism at the Ministry of Health. The created hotline would help ordinary people to have access and required communication with Ministry of Health staff and address their concerns or problems directly.

The workshop was structured and focused on three key health sectors: HIV/AIDS, Infectious Diseases, and Reproductive Health. Prior to the attendance in the workshop, the participants were

sent a questionnaire to complete and make a selection among the three fields. "Infectious Diseases" was the sphere which was selected by Ms. Samaya Mammadova. She noted that presently, this sector needs more attention in Azerbaijan and there is much to be implemented concerning tuberculosis, malaria and other type of infectious diseases widely spread throughout the country. She also had an opportunity to listen to lectures on HIV/AIDS, drug addiction and family planning.

During the workshop, the participants were split into groups and given a case to analyze. This provided the participants with an opportunity to convey their visions of the current situation and share their ideas about future steps to be taken in this regard. They were tasked to analyze avian influenza in Indonesia. They began with a narrative on the current situation, made their analysis, and developed strategic plans for the upcoming years. Ms. Mammadova found this to be very interactive and helpful. The participant indicated that she was equipped with valuable theoretical knowledge during the workshop. Home tasks were also useful in practicing the acquired knowledge, ability and skills.

The most interesting part of the workshop for her was advertising component. She believes that it is very important to learn about the proper ways of advertising in health sector. This is a good opportunity to be open to public and make them aware of the issue you are targeting at. An advert can be either verbal or non-verbal; there are other forms of adverts as well. But it must bear one message and it has to be very direct and clear so that the audience you are focusing on gets the essence of the message you are delivering to them.

At the debriefing Ms. Samaya Mammadova stated that she has since developed several projects and discussed them with her supervisor Mr. Samir Abdullayev, Head of International Relations Department. Currently, these projects are under consideration. If approved, certainly, she will incorporate some of the acquired knowledge into the implementation of these projects. She seemed to be very enthusiastic and ready to apply what she has learned.

Ms. Samaya Mammadova gave her deepest appreciation to the professors who conducted this workshop: Mr. Benjamin and Mr. Arzum. They were very supportive with their efforts to help Ms. Mammadova to understand the whole concept delivered at the workshop.

The training provider for the program was **The Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (CCP)**.

The Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (CCP) has been working in the public health arena for more than 17 years with the primary focus on the central role of communication in health behavior change. CCP has been working in the Caucasus and Central Asia regions for over ten years providing guidance, training, and technical assistance on issues such as TB control, family planning and reproductive health, HIV/AIDS, and women and infant health. As a partner with International Medical Corps, CCP has just begun the five-year Prime Health Project that will build capacity in the Ministry of Health of Azerbaijan Republic (MOH) to strategically plan and manage health promotion and behavior change communication activities.

### **S.O. 3.2 Active Programs**

#### **1. HEALTHY LIFESTYLE PROMOTION, Baku, Azerbaijan, June 26 – July 6, 2006**

The goal on the **Healthy Lifestyle Promotion** program, started in **Baku, Azerbaijan** on **June 26, 2006** and will end on **July 6, 2006**, is to train participants through experiential learning on how to design and implement a behavior change communication campaign promoting healthy lifestyles.

Participants are recruited by the Primary Health Care Strengthening Project in collaboration with the Ministry of Health with recommendations from USAID. Participants have met the following criteria:

1. Have been or will be involved in health/ social development interventions through the media/ public education/ public relations
2. Have responsibility within their current jobs for communicating with the public
3. Interested in advocacy and awareness raising of the general public in social/health issues

The framework of training centers around the "P-Process", JHU/CCP's planning model and the key concepts of strategy development (i.e., hierarchy of effects, the multi-stage approach to planning, and the concept of strategic leverage). Participants work together to develop a communication strategy while trainers provide in-depth instruction on the five steps of the P-Process: Analysis, Design, Development, Implementation & Evaluation, and Review. The culmination of the training is presentations given by participants of their communication strategy developed during the workshop.

The P-Process, first developed by JHU/CCP in 1982, is a step by step guide on how to develop a strategic health communication program. It is a road map that guides from the first rough notion that you might want to promote a specific health practice like family planning, HIV/AIDS prevention, breastfeeding, child immunization, or stopping drug abuse to a completed program with a demonstrated impact.

The training provider for the program will be **The Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (CCP)**.

The Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (CCP) has been working in the public health arena for more than 17 years with the primary focus on the central role of communication in health behavior change. CCP has been working in the Caucasus and Central Asia regions for over ten years providing guidance, training, and technical assistance on issues such as TB control, family planning and reproductive health, HIV/AIDS, and women and infant health. As a partner with International Medical Corps, CCP has just begun the five-year PrimeHealth Project that will build capacity in the Ministry of Health of Azerbaijan Republic (MOH) to strategically plan and manage health promotion and behavior change communication activities.

#### **S.O. 3.2 Planned Programs for Next Quarter**

**No programs are currently planned for the next quarter.**

#### **STRATEGIC OBJECTIVE 4.2:**

#### **CROSS-CUTTING PROGRAMS: TRAINING AND SMALL GRANTS PROGRAM**

#### **S.O. 4.2 Completed Programs**

1. 2004 – 2006 MBA – Ms. NIGAR CHAYBASARSKAYA, SOUTHERN ILLINOIS UNIVERSITY, Carbondale, IL, USA, August 9, 2004 – May 27, 2006

Nigar Chaybasarskaya has successfully completed her Master's Degree with Southern Illinois University with concentration on Finance and a 3.8 GPA. Southern Illinois University had granted full tuition waiver for Ms. Chaybasarskaya for the duration of her study as long as she maintained at least 9 semester hours of registration each semester and maintains a "B" average. The full annual tuition waiver was equal to \$14 964 per academic year.

From June 1 to July 25, 2005 Nigar did her summer internship at the Kennedy School of Government at Harvard University. Her primary task was research, analysis, and preparation of materials for US-Russian and US-Ukrainian Investment Symposiums Nigar also made a research to determine sources of funding for National Security program.

Ms. Chaybasarskaya plans to contribute to the development of Azerbaijan by active participation in promotion and development of application of international financial and accounting standards, as well as in development of financial system, and by sharing knowledge via teaching in economic universities. Nigar's educational plans are to get Doctoral degree in Azerbaijan State Economic University and, further, in a US University.

Currently Nigar works at the Presidential Apparatus as Senior Consultant to the Aide of the President of Azerbaijan Republic for Economic Issues.

**2. 2004 – 2006 MBA – MR. TURAL YUSIFOV, GEORGIA STATE UNIVERSITY, Atlanta, GA, USA, August 12, 2004 – May 23, 2006**

Tural Yusifov has successfully completed his Master's Degree with J. Mack Robinson College of Business Georgia State University with concentration on Finance and RMI and a 3.45 GPA. Tural was studying in the USA for the second time; therefore he did not face any problems in adjusting to the surrounding, people, culture, food and etc. From the very beginning Tural got absorbed into the studies and got a GPA 4 in one of the semesters.

Education in the USA has improved and strengthened his knowledge in finance, accounting (GAAP) and some other areas of business. Back in Azerbaijan Tural intends to develop the skill and knowledge obtained in US and to teach at a university.

Currently Mr. Yusifov is unemployed and is in the process of searching for a job. He realizes that it is difficult to find a job in his field; however, there are many opportunities in start-up companies and he has taken them on serious consideration.

**3. 2004 – 2006 MBA – MR. GURBANALI ALAKBAROV, THUNDERBIRD, Glendale, AZ, USA, August 25, 2004 – May 27, 2006**

Gurbanali Alakbarov has successfully completed his Masters in Business Administration Degree from Thunderbird, The Garvin Graduate School of International Management with a concentration on Global Finance with a GPA of 3.69. Gurbanali had a summer internship from June 1 - September 1, 2005 with the Merrill Lynch Human Resources Service Center as a Financial Analyst, Wealth Management Department and worked under the close supervision of Merrill Lynch employees.

Gurbanali was the vice-president of the Middle Eastern Club and participated in Care Day of Thunderbird. In the future Gurbanali plans to serve for the government to help Azerbaijan to prosper. He also intends to continue his studies and do Doctoral Degree in Finance.

143

**4. 2004 – 2006 MPH – MR. SHIRIN KAZIMOV, TULANE UNIVERSITY, New Orleans, LA, USA, August 17, 2004 – May 27, 2006**

Dr. Shirin Kazimov has successfully completed his Master's Degree with Tulane University School of Public Health Tropical Medicine, Department of Health Systems Management with 3.45 GPA. Initially Dr. Kazimov's program was to last for a year and a half, but due to Hurricane Katrina, which occurred in August 2005 his program was expended for one semester. Shirin evacuated to Birmingham, AL to a friends home and eventually to Memphis, TN where he was waited for Tulane's decision on his studies. Shirin transferred to Ohio State University for one semester, and returned back to Tulane for his final semester and graduation.

Upon returning home, Shirin accepted a position with International Medical Corps's Emergency Medicine Development Initiative program. Answering the question how his degree changed his professional goals, Shirin responds: "The goal did not change at all, I have always wanted to improve the management of the health care sector in Azerbaijan. The only difference is that after two years my goal has become clearer and more systematic. The degree made me more knowledgeable and experienced, and I am confident that one person can make difference. I consider myself a product of two systems and my role is to use all of the advancements in management and care from the U.S. system and adjust them in Azerbaijan taking into consideration local health care system and cultural aspects."

**5. 2004 – 2006 MPH – MS. NAILA ALIYEVA, OHIO STATE UNIVERSITY, Columbus, OH, USA, September 12, 2004 – June 22, 2006**

Dr. Naila Aliyeva has successfully graduated from Ohio State University The School of Medicine and Public Health with concentration on Public Health and 3.73 GPA. Naila did summer internship from June 20 to July 29, 2005 at the Bureau of Home and Community Services, Ohio Health Plans, which is a state agency for the oversight and administration of Medical Services. During the internship her learning objectives were: to learn the structure, policies and operation of home and community based waivers at the state level; to learn the delivery of HCBS (Home and Community Based Services) to disabled residents of Ohio, including individuals with conditions of MRDD (Mental Retardation and Developmental Disability); to work with programs to assess the quality of service delivery; to participate in a state team's on site assessment of a case management agency and to participate in the planning of quality assurance surveys with waiver consumers.

While at the university, Ms. Aliyeva was invited to the Honor Society of Phi Kappa Phi. Founded in 1897 at the University of Maine, Phi Kappa Phi is the nation's oldest, largest, and most selective honor society for all academic disciplines. Each year, approximately 30,000 members are initiated. It is a global network comprised of the best and brightest from all academic disciplines – a community of scholars and professionals building an enduring legacy for future generations.

Naila intends to devote herself working for NGOs or humanitarian organizations engaged in providing public health services in Azerbaijan. And on August 1, 2006 she starts her new job with International Medical Corps's Emergency Medicine Development Initiative program. The same project where two of our masters' students already work: Shirin Kazimov (2004 – 2006 MPH) and Sevinj Topchubasheva (2003 – 2005 MPH).

**6. 2004 – 2006 MASTER OF SCIENCE IN NON-PROFIT MANAGEMENT – MS. SAMIRA KARIMOVA, NEW SCHOOL UNIVERSITY, New York, NY, USA, August 26, 2004 – June 11, 2006**

144

Ms. Samira Karimova studied her Masters Degree of Science in Non-Profit Management at the New School University, Milano Graduate School of Management and Urban Policy. Upon graduation her GPA was 3.56.

From June 5 to August 5, 2005, Samira took an internship with the National Assembly of Youth Organizations of Azerbaijan Republic as a representative to the National Assembly to the UN. As an intern she attended related meetings and seminars, which was a great opportunity for her to grow professionally.

As to the future, Samira's educational plans are to apply to the School of International Affairs and her professional plans are to utilize the knowledge and skills gained while studying in US and promote human rights in Azerbaijan.

Though Ms. Karimova returned to Azerbaijan, it is noted that she is still working closely with her professor on her thesis. She has been in close consultation with her thesis professor regarding modifications and amendments. She plans on submitting the final these in September.

#### **7. 2004 – 2006 MASTER OF URBAN PLANNING – MR. BABAK MAMMADOV, NEW SCHOOL UNIVERSITY, New York, NY, USA, August 26, 2004 – June 24, 2006**

Mr. Babak Mammadov has successfully completed his Master's Degree of Urban Planning with the New School University Milano Graduate School of Management and Urban Policy with concentration on Urban Policy Analysis and Management and a 3.1 GPA.

US education has strongly affected Babak's personal and academic life. He feels that he have created an army of skills, which gives him self-confidence to handle even the hardest possible challenges. He also mentioned that the education enabled him to think globally, and he intends to help Azerbaijan in globalization process. In the far future Mr. Mammadov plans to become a government authority and organize programs to support the society to benefit from fast growing economic globalization.

For now, Babak has earned a scholarship with the East-West Center and in July 2006 he will depart for Hawaii, USA for his one-year leadership program.

#### **S.O. 4.2 Active Programs**

##### **1. EDUCATIONAL TESTING STUDY TOUR AND ASSESSMENT, PART II, Baku, Azerbaijan, June 5 – 17, 2006 and August 5 – 10, 2006 (Assessment Component).**

**Educational Testing Study Tour and Assessment** program is designed for 16 representatives of Azerbaijan State Student Admission Commission, Ministry of Education, Parliamentary Committee on Science & Education, Academy of Science, and Office of the President, University Administrators, and Educational NGOs. The overall goals of the Study Tour and the Assessment are to receive practical knowledge for improvement of national exam structure, which will be more consistent with western standards, to obtain skills to write level-appropriate aptitude and essay questions, to obtain skills to formulate and carry out research on correlating exam results, school and university achievements with numerous variables (such as economic, social, etc.), to identify corruption points in the education system and propose methods of elimination.

This Azerbaijan-based two-week consultancy included an institutional assessment of the State Commission on Student Admissions, paying particular attention to the next entrance exams being developed. This consultancy took the form of a program evaluation of the processes followed by the SSAC in the development of examinations.

The SSAC evaluation focused on four key questions:

1. **Validity.** Validity is one of the most important attributes of assessment quality-Programs must provide logical and/or empirical evidence to show that each assessment is capable of meeting its intended purposes.
2. **Reliability.** Reliability refers to the extent to which scores (or other reported results) obtained on a specific form of an assessment, administered at some particular time, can be generalized to scores obtained on other forms of the assessment administered at other times. Ensure that any reported scores (including subscores) or other assessment results are sufficiently reliable to support their intended interpretations.
3. **Assessment Use.** The testing program will promote proper use of assessments and help score recipients use assessments fairly and appropriately, in accordance with supporting evidence.
4. **Test Security:** ETS will conduct an independent and impartial review of test security procedures surrounding testing in Azerbaijan.

The ETS consultancy team provided SSAC staff with a list of documents that serves as evidence for each of the targeted standards two months before the team arrived in Azerbaijan. One month prior to the ETS visit SSAC sent to ETS all the requested documents for the program evaluation. The ETS team reviewed translated documents both in Princeton and in Azerbaijan and presented a draft report of its findings and recommendations to the SSAC staff that had an opportunity to discuss the findings with the ETS consultancy team, provide clarifying information, and correct any factual errors.

ETS and the participants of Part I collaborated in formulating working action plans for the next two to three years based on the ETS program-evaluation recommendations.

Three trainers from ETS, Mr. Luis Saldivia, Ms. Linda Cook and Ms. Mary Pitoniak, together with Professor Richard Kortum from the University of East Tennessee conducted the first part of the assessment from June 5 to 17, 2006. The fourth and final trainer from ETS, Mr. Albert Brown is expected in early August. Mr. Brown will conduct his part of the assessment and after his input ETS will submit final report.

Full information about the results of the program will be provided in the next quarterly report.

The program is non-compete to **Education Testing Service (ETS)**.

Educational Testing Service was identified as the only national educational testing service in the United States qualified to provide this training. ETS is the premier educational testing service handling the design and implementation of the GMATs, GREs, SATs, and TOEFL. ETS' Global Institute is the international training and consultancy arm, which has extensive experience working with Ministries of Education in over 35 countries to strengthen the academic performance of students. They have regional experience having worked in Georgia as well as Central Asia.

## **2. MASTER'S DEGREE PROGRAM FOR ACADEMIC YEAR 2004 – 2006**

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

146

to create a cadre of internationally trained and high quality professional economic policy and decision-makers, managers and administrators.

**Agshin Mirza-zada**, an MBA student, is attending John Donahue Graduate School of Business Duquesne University, expected to graduate on August 31, 2006.

**Ismayil Raffiyev**, an MBA student, is attending Graduate School at University of Arkansas with major on Masters of Science in Agricultural and Extension Education, expected to arrive to Baku on July 10, 2006

**Ramin Muradli**, an MBA student, is attending Liautaud Graduate School of Business at the University of Illinois at Chicago, expected to graduate in December 2006.

#### **S.O. 4.2 Planned Programs for Next Quarter**

##### **1. MASTER'S DEGREE PROGRAM FOR ACADEMIC YEAR 2006 – 2008**

On July 25, 2005 USAID Partners and their local stakeholders were asked to submit nominations of candidates to take part in the competitive selection process for its **Masters Degree Program for the 2006-2008 Academic Year**. This program is designed to create a cadre of U.S. educated and highly qualified professionals that will continue to support the strategic areas that are supported by USAID upon his/her return. The announcement asked for exceptional candidates that are contributing to USAID's strategic objectives.

As a result of the announcement 37 completed nomination forms were accepted from a variety of USAID stakeholders, including partners, ministries, other state bodies, non-governmental organizations, business entities, municipalities or other related institutions. Areas of studies include Master of Management, Master of Business Administration, Master of Public Health, Master of Public Administration, Master of Science and others.

After nomination process for Masters Degree Program for 2006-2008 academic years, according to the results of initial selection based on minimum criteria 26 candidates were approved by USAID/Azerbaijan. The minimum criteria were the following:

- Nominees should be under the age of 35 at the time of nomination
- Minimum Bachelor's Degree from a local university
- Minimum 3 years of working experience in relevant area
- Direct link to USAID's strategic objectives: 1) Accelerated Growth and Development of Competitive Private Enterprises; 2) More Representative, Participatory and Better Functioning Democracy; and 3) Increased Use of Quality Health Services

On September 1, 2005 the 26 nominees who passed the USAID screening process, were invited to sit for the ALI GU EPT (American Language Institute/Georgetown University English Proficiency Test) examination held at the Irshad Hotel, Baku, Azerbaijan. Seven candidates passed to the next stage, the interview process (2 for MPA degree, 3 for MBA degree, 1 for MPH degree and 2 for Management degree). The Panel Committee consisted of the following members:

**MPA:** Aynur Yusifova, USAID/Azerbaijan; Ulvi Ismayil, USAID/Azerbaijan; Dan Blessington, IFES; Lynn Sferrazza, ABA CEELI.

**MPH:** Sue Leonard, Mercy Corps International; Valerie Ibaan, USAID; /Azerbaijan Nargiz Shamilova, USAID/Azerbaijan; Marianna Nosa, Engender Health.

**MBA/MM:** Geoff Minott, USAID/Azerbaijan; Terry Stroud, Bank World; William Levine, ACC; McNeil Watkins, PA Consulting.

As a result of the interviews, one candidate was selected for MBA, one candidate for MPH and two candidates for MPA. The next stage will be TOEFL and GRE exams in Baku, Azerbaijan on October 15 and 22, 2005 and GMAT exam on October 20, 2005 in Tbilisi, Georgia. The results for these exams were received and the final list of participants, including one candidate for MBA, one candidate for MPH and two candidates for MPA, was approved by USAID.

All the necessary documents were sent to IIE, World Learning subcontractor, which was responsible for finding and submitting the documents to appropriate Universities. All of the candidates have been admitted to the universities:

**Tamerlan Taghiyev**, an MPA student, has been admitted to the Department of Public Administration and Urban Studies at Georgia State University. The program starts on August 7, 2006 and completes on May 31, 2008.

**Rufat Mahmud**, an MPA student, has been admitted to Syracuse University, Maxwell School of Citizenship and Public Affairs. The program starts on July 10, 2006 and completes on December 31, 2006.

**Fuad Ibrahimov**, an MPH student, has been admitted Emory Rollins School of Public Health. The program starts on August 17, 2006 and completes on May 31, 2008.

**Dilara Mirzajanova**, an MBA student, was admitted to Salient Features of University of Arizona Eller MBA Program, but has declined to participate in the program.

#### **IV. SEMI-ANNUAL UPDATE FOR FEE-FOR-SERVICE (FFS) ACTIVITY**

In addition to implementing Participant Training Programs, World Learning is also responsible to provide training services to USAID-funded implementers upon request. Fee for Service (FFS) activities are provided within the framework of the USG ADS 253 and USAID Europe and Eurasia Participant Training regulations. These activities are most often associated with, but not limited to US-based trainings 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 Training for Fee for Services for the USAID-funded partners, as well as facilitate the service selection process and provide the required data for reporting, World Learning drafted a Fee for Service (FFS) Application Package. The package was submitted and approved by USAID - Azerbaijan and then distributed among all USAID funded implementers.

For the period of **January 01 – June 30, 2006** World Learning negotiated and implemented the following FFS agreements:

- 1 Fee for Service Agreement with American International Health Association
- 2 Fee for Service Agreement with International Medical Corps's Emergency Medicine Development Initiative

The total number of participants processed under Fee for Service Agreements this quarter was 8, of which 2 were female (25%).

See Attachment 4 for complete list of Fee For Service Activities (February 2002 – June 30, 2006).

## V. SEMI-ANNUAL REVIEW OF PROGRESS ON PERFORMANCE MONITORING PLAN (PMP)

### A. TRAINING NEEDS ASSESSMENT AND PERFORMANCE ANALYSES

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

| #  | Identified institutions  | Critical skill deficiencies or performance gaps  |
|----|--|--|
| 1  | Businessmen and businesswomen, and general public  | Knowledge of businessmen/women and ordinary citizens on advantages of use of notary services.  |
| 2  | IT department of the Ministry of Finance   | Insufficient knowledge on the newly introduced Treasury Information System's hardware, networking and software technologies.                     |
| 3  | Ministry of Health   | Policy for the Organization for the upcoming year.   |
| 4  | Azerbaijan State Student Admission Commission, Ministry of Education, Universities                   | Knowledge and skills to improve the existing testing system and to make it more consistent with the western standards.                           |
| 5  | National Bank of Azerbaijan  | Knowledge on integrating inflation targeting as part of NBA's monetary policy framework.   |
| 6  | Ministry of Justice, Courts  | Knowledge on the US courts' structure and work.  |
| 7  | National Bank of Azerbaijan  | Lack of understanding of current modeling strategies and forecasting techniques.   |
| 8  | Universities   | Oral and written advocacy skills, practical skills in evaluation/analysis of legal cases   |
| 9  | Ministry of Economic Development and the National Bank   | Knowledge in the field of public expenditure management.   |
| 10 | Milli Mejlis, Ministry of Health, Azerbaijan State Medical University and other medical institutions | Obvious example of Turkey's RH/FP policy environment to demonstrate a need for development of national RH/FP and Contraceptive Security Program. |
| 11 | Managers, directors and employees of Local NGOs working with IMC                                     | Lack of institutional capacity of the LNGOs working with IMC.  |
| 12 | Government institutions, opposition parties, media, NGOs   | Knowledge on the publication "Nations in Transit".   |
| 13 | Master's degree students of State Oil Academy  | Business project management skills   |
| 14 | National Bank of Azerbaijan  | Knowledge on international experience in conducting economic research.   |
| 15 | Cabinet of Ministers   | Knowledge on experience of other countries that have already created a utility regulatory agency.  |
| 16 | Milli Mejlis   | Lack of tools to best introduce electronic government in central and local governments.  |
| 17 | Local TV stations and Public TV  | Poor knowledge on how network operates and how TV channels can benefit from it.  |
| 18 | Ministry of Finance, Parliament, NGOs and clinics.   | Analytical and policy-making skills to design and implement health policies.   |
| 19 | The Global Fund to fight AIDS, TB and Malaria  | Poor knowledge to design and implement monitoring and evaluation (M&E) plan that can inform decisions related to Tuberculosis (TB) programming.  |
| 20 | IBTA-II (World Bank group) funded Project on Accounting and Auditing Reform in Azerbaijan            | Knowledge on CIPA and its benefit to advance accounting in Azerbaijan  |
| 21 | Government institutions, Media and civil society   | Experience of mechanisms, procedures and methods of combating corruption in the USA.   |

|    |   |  |
|----|---|--|
| 22 | National Bank of Azerbaijan   | Assessment of the capacity of the NBA to execute its monetary functions and to review planned assistance by other donors to NBA.                   |
| 23 | Ministry of Health  | Skills to create more competent and health literate societies.   |
| 24 | Parliament, Azerbaijan Credit Unions Association  | Access to financial services for low-income people.  |
| 25 | Parliament, Civil Society   | Development of an Azerbaijani-specific legislative drafting formulary.   |
| 26 | Government institutions and enterprises that provide public utility services  | Knowledge about the condominium concept, its practical applications and models.  |
| 27 | Ministry of Economic Development, Ministry of Ecology and Natural Resources, Ministry of Culture and Tourism, Ministry of Finance, Ministry of Industry and Energy, Cabinet of Ministers, National Bank of Azerbaijan | Practical experience of bringing macroeconomic planning and development agenda together with the budgeting process (especially capital budgeting). |
| 28 | General Public  | Cadre of internationally trained and high quality professional economic policy and decision-makers, managers and administrators                    |
| 29 |   |  |
| 30 |   |  |
| 31 |   |  |
| 32 |   |  |
| 33 |   |  |
| 34 |   |  |

## B. PLANNING AND DEVELOPMENT OF TRAINING EVENTS

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

| #  | SO  | Training event  | Duration  | ICT/TCT/UST |
|----|-----|---|-----------|-------------|
| 1  | 1.3 | Public Education for Businesses on Notary Services  | 17 months | ICT         |
| 2  | 1.3 | Treasure Information Management System (TIMS): Technology Infrastructure Administration Training Series   | 5 months  | TCT         |
| 3  | 3.2 | 117 <sup>th</sup> WHO Executive Board Session   | 7 days    | TCT         |
| 4  | 4.2 | Educational Testing Study Tour and Assessment   | 2 weeks   | UST         |
| 5  | 1.3 | Inflation Targeting   | 5 days    | TCT         |
| 6  | 2.1 | Ethics/Court Administration Study Tour  | 2 weeks   | UST         |
| 7  | 1.3 | Economic Modeling and Forecasting   | 2 weeks   | TCT         |
| 8  | 2.1 | 2006 International Jessup Moot Court Competition  | 1 week    | UST         |
| 9  | 1.3 | Public Expenditure Management (PEM) Workshop  | 4 days    | TCT         |
| 10 | 3.2 | Study Tour for the Health Sector Decision Maker Group   | 5 days    | TCT         |
| 11 | 3.2 | National NGOs Capacity Building   | 2 months  | ICT         |
| 12 | 2.1 | Freedom House's "Nations In Transit" and Other Publications Discussion  | 1 day     | ICT         |
| 13 | 1.3 | Study Tour for Azerbaijan Business Case Competition Winners IV  | 3 weeks   | UST         |
| 14 | 1.3 | Research Internship in a Foreign Central Bank   | 3 weeks   | TCT         |
| 15 | 1.3 | 5 <sup>th</sup> Annual Energy Regulation and Investment Conference and 6 <sup>th</sup> Annual Meeting of the Energy Regulators Regional Association | 4 days    | TCT         |
| 16 | 1.3 | Seminar on e-Government for Development: Strategies and Policies  | 2 weeks   | UST         |
| 17 | 2.1 | Study Tour for TV Managers  | 2 weeks   | UST         |
| 18 | 3.2 | Flagship Course on Health System Development for  | 2 weeks   | TCT         |

|    |     | Countries of Central Asia, Caucasus and Moldova  |           |     |
|----|-----|--|-----------|-----|
| 19 | 3.2 | Regional Workshop on monitoring and Evaluation of Tuberculosis Programs  | 4 days    | TCT |
| 20 | 1.3 | CIPA Annual Gathering  | 3 days    | TCT |
| 21 | 2.1 | Anti-Corruption Training   | 1 week    | UST |
| 22 | 1.3 | Monetary Policy Assessment of the National Bank of Azerbaijan  | 2 weeks   | ICT |
| 23 | 3.2 | Leadership in Strategic Health Communication: Making a Difference in Infectious Diseases, HIV/AIDS and Reproductive Health | 21 days   | UST |
| 24 | 1.3 | Microfinance with a Mission: Learning Together: Joint MFC – EMN Conference   | 3 days    | TCT |
| 25 | 2.1 | Legislative Drafting   | 12 days   | UST |
| 26 | 1.3 | Implementation of the Condominium Concept in Countries of Eastern Europe and the Former Soviet Union                       | 2 days    | ICT |
| 27 | 1.3 | Public Investment Policy and Program Preparation   | 1 week    | TCT |
| 28 | 4.2 | 2004 – 2006 MBA – Nigar Chaybasarskaya   | 22 months | UST |
| 29 | 4.2 | 2004 – 2006 MBA – Tural Yusifov  | 22 months | UST |
| 30 | 4.2 | 2004 – 2006 MPH – Shirin Kazimov   | 16 months | UST |
| 31 | 4.2 | 2004 – 2006 MBA – Gurbanali Alakbarov  | 20 months | UST |
| 32 | 4.2 | 2004 – 2006 MS in Non Profit Man't – Samira Karimova   | 22 months | UST |
| 33 | 4.2 | 2004 – 2006 M of Urban Planning – Babak Mammadov   | 22 months | UST |
| 34 | 4.2 | 2004 – 2006 MPH – Naila Aliyeva  | 21 months | UST |

### C. RECRUITMENT AND SELECTION OF PROSPECTIVE TRAINING CANDIDATES

- *To identify qualified trainees while meeting Mission gender participation targets*

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

In total there were **515\*** (88 women and 427 men) recruited and selected persons for the implemented training events. The selection of highly motivated participants was based on the following criteria:

- Trainings required to improve job performance,
- Trainings required to improve performance of an institution where they work,
- Individual's interest in learning new knowledge and skills,
- Individual's ability to fully participate in the trainings,
- Individual's clear vision of how new knowledge and skills will be applied in their jobs,
- Individual's clear vision of how new knowledge and skills will improve performance of their institutions,
- Individual's ability to apply new knowledge and skills for improving performance of their institutions.

\* This figure includes those programs and program components that were conducted and completed during the first half of the year 2006. See Attachment 4: 2006 Participants Trained.

| # | Event            | Selection Criteria | Nominated by   | Participants            | Gender Balance male/female |
|---|------------------|--------------------|----------------|-------------------------|----------------------------|
| 1 | Public Education | Representatives of | Nominations by | 67 pax attended Masalli | 278 / 27                   |

|   |   |  |   |  |                    |
|---|---|--|---|--|--------------------|
|   | for Businesses on Notary Services   | local business   | Azerbaijan Marketing Society  | <ul style="list-style-type: none"> <li>· training</li> <li>· 67 pax attended Shaki training</li> <li>· 51 pax attended Baku training</li> <li>· 81 pax attended Ganja training</li> <li>· 39 pax attended Khachmaz training</li> </ul> | 91% / 9%           |
| 2 | Treasure Information Management System (TIMS): Technology Infrastructure Administration Training Series | IT Department of the Ministry of Finance   | CARANA Nominations  | <ul style="list-style-type: none"> <li>· 2 Chiefs of divisions</li> <li>· 4 Chief advisors</li> </ul>  | 4 / 2<br>66% / 33% |
| 3 | 117 <sup>th</sup> WHO Executive Board Session   | Representative of the Ministry of Health   | Nominations by the Ministry of Health   | <ul style="list-style-type: none"> <li>· Chief of International Affairs Department, Ministry of Health of Azerbaijan</li> </ul>  | 1 / 0<br>100% / 0  |
| 4 | Educational Testing Study Tour and Assessment   | Broad range of critical actors in the educational sphere of Azerbaijan   | US Embassy nominations  | <ul style="list-style-type: none"> <li>· 4 representatives of the Ministry of Education</li> <li>· 3 representatives of the State Student Admission Commission</li> <li>· 3 representatives of various universities</li> </ul>         | 6 / 4<br>60% / 40% |
| 5 | Inflation Targeting   | National Bank of Azerbaijan employees  | Nominations by NBA  | <ul style="list-style-type: none"> <li>· 1 representative of Monetary Policy Department, NBA.</li> </ul>   | 1 / 0<br>100% / 0  |
| 6 | Ethics/Court Administration Study Tour  | Representative from the Ministry of Justice responsible for oversight of courts and/or judicial selection, the Chair of the Supreme Court and the Chair of the Court of Appeals plus one additional judge from the Courts who is instrumental in working with the international community, 5 district court judges who are reform-minded and eager to implement new procedures within their courthouses. | Nominations by American Bar Association/Central and Eastern Europe Legal Initiative | <ul style="list-style-type: none"> <li>· 8 judges</li> <li>· 1 Head of International Relations Department of the Economic Court</li> <li>· 1 representative of the Ministry of Justice</li> </ul>                                      | 7 / 3<br>70% / 30% |
| 7 | Economic Modeling and Forecasting   | National Bank of Azerbaijan employees  | Nominations by NBA  | <ul style="list-style-type: none"> <li>· 1 representative of Research and Forecasting department, NBA</li> </ul>   | 0 / 1<br>0 / 100%  |
| 8 | 2006 International Jessup Moot Court Competition  | The national competition winning team  | Competitive   | <ul style="list-style-type: none"> <li>· 5 students of Baku State University</li> </ul>  | 1 / 4<br>20% / 80% |

|    |   |  |   |   |                      |
|----|---|--|---|---|----------------------|
| 9  | Public Expenditure Management (PEM) Workshop  | Employees of the Ministry of Economic Development and the National Bank                  | World Bank nominations                        | <ul style="list-style-type: none"> <li>1 representative of the Ministry of Economic Development</li> <li>1 representative of the National Bank of Azerbaijan</li> </ul>   | 2 / 0<br>100% / 0    |
| 10 | Study Tour for the Health Sector Decision Maker Group   | Clinicians, educators and policy makers  | Nominations by Engender Health                | <ul style="list-style-type: none"> <li>2 representatives of Milli Mejlis</li> <li>3 representatives of the Ministry of Health</li> <li>2 representatives of Azerbaijan State Medical University</li> <li>3 representatives of other medical institutions</li> </ul> | 3 / 7<br>30% / 70%   |
| 11 | National NGOs Capacity Building   | Managers, directors and employees of Local NGOs working with International Medical Corps | IMC nominations                               | <ul style="list-style-type: none"> <li>14 pax attended Proposal/Report Writing training</li> <li>15 pax attended Management and Supervisory Skills Training</li> <li>17 pax attended Financial Management Training</li> </ul>                                       | 10 / 17<br>37% / 63% |
| 12 | Freedom House's "Nations In Transit" and Other Publications Discussion  | Representatives of Government institutions, opposition parties, media, NGOs.             | Nominations by USAID                          | <ul style="list-style-type: none"> <li>5 representatives of the Government</li> <li>7 representatives of opposition parties</li> <li>11 representatives of NGOs</li> <li>1 representative of Media</li> </ul>   | 20 / 4<br>17% / 83%  |
| 13 | Study Tour for Azerbaijan Business Case Competition Winners IV  | 1 <sup>st</sup> place prize winners of IV Annual ABCC                                    | Competitive                                   | <ul style="list-style-type: none"> <li>4 Masters degree students of State Oil Academy</li> </ul>  | 3 / 1<br>75% / 25%   |
| 14 | Research Internship in a Foreign Central Bank   | National Bank of Azerbaijan employees  | Nominations by NBA                            | <ul style="list-style-type: none"> <li>1 representative of Research and Forecasting Department, NBA</li> </ul>  | 1 / 0<br>100% / 0    |
| 15 | 5 <sup>th</sup> Annual Energy Regulation and Investment Conference and 6 <sup>th</sup> Annual Meeting of the Energy Regulators Regional Association | Employees of the Cabinet of Ministers  | Nominations by the Cabinet of Ministers       | <ul style="list-style-type: none"> <li>1 representative of the Cabinet of Ministers of the Republic of Azerbaijan</li> </ul>  | 1 / 0<br>100% / 0    |
| 16 | Seminar on e-Government for Development: Strategies and Policies  | Members of Parliament  | USAID nominations                             | <ul style="list-style-type: none"> <li>Deputy Chairman Economic Policy Dept., and Member of Parliament</li> </ul>   | 1 / 0<br>100% / 0    |
| 17 | Study Tour for TV Managers  | Local TV stations  | Nominations by IREX and Public TV Nominations | <ul style="list-style-type: none"> <li>5 representative of regional TV stations</li> <li>3 representatives of Public TV station</li> </ul>  | 6 / 2<br>75%/25%     |

|    |  |  |   |   |                     |
|----|--|--|---|---|---------------------|
| 18 | Flagship Course on Health System Development for Countries of Central Asia, Caucasus and Moldova                           | Government officials and representatives of INGOs working with microfinance institutions | Nominations by IMC  | <ul style="list-style-type: none"> <li>• 3 representatives from the Ministry of Finance</li> <li>• 2 representatives of clinics</li> <li>• 2 representatives of NGOs</li> <li>• 1 member of the Parliament</li> </ul> | 4 / 4<br>50%/50%    |
| 19 | Regional Workshop on monitoring and Evaluation of Tuberculosis Programs  | Representatives of Global Fund to Fight AIDS, TB and Malaria                             | Nominations by Global Fund to Fight AIDS, TB and Malaria  | <ul style="list-style-type: none"> <li>• TB Advisor of The Global Fund to fight AIDS, TB and Malaria</li> </ul>   | 1 / 0<br>100% / 0   |
| 20 | CIPA Annual Gathering  | IBTA-II funded Project on Accounting and Auditing Reform in Azerbaijan                   | Nominations by USAID  | <ul style="list-style-type: none"> <li>• Senior Consultant, IBTA-II (World Bank group) funded Project on Accounting and Auditing Reform in Azerbaijan</li> </ul>  | 1 / 0<br>100%/0%    |
| 21 | Anti-Corruption Training   | Representatives of government institutions, civil society and media                      | USAID Nominations   | <ul style="list-style-type: none"> <li>• 7 representatives of government institutions</li> <li>• 2 Media representatives</li> <li>• 6 representatives of civil society</li> </ul>                                     | 14 / 1<br>93% / 7%  |
| 22 | Monetary Policy Assessment of the National Bank of Azerbaijan  |  |   |   | 0 / 0               |
| 23 | Leadership in Strategic Health Communication: Making a Difference in Infectious Diseases, HIV/AIDS and Reproductive Health | Representative of the Ministry of Health   | Ministry of Health nominations  | <ul style="list-style-type: none"> <li>• PR Officer of the Ministry of Health</li> </ul>  | 0 / 1<br>0 / 100%   |
| 24 | Microfinance with a Mission: Learning Together: Joint MFC – EMN Conference   | Representatives of the Parliament and Credit Union Association                           | Nominations by SME Project  | <ul style="list-style-type: none"> <li>• 3 Member of the Parliament</li> <li>• Chairman of the Board of Directors at Azerbaijan Credit Unions Association</li> </ul>  | 4 / 0<br>100% / 0   |
| 25 | Legislative Drafting   | Milli Mejlis representatives and civil society   | Nominations by USAID  | <ul style="list-style-type: none"> <li>• 8 representatives of Milli Mejlis</li> <li>• 4 representatives of Civil Society</li> </ul>   | 10 / 2<br>83% / 17% |
| 26 | Implementation of the Condominium Concept in Countries of Eastern Europe and the Former Soviet Union                       | Government representatives and enterprises that provide public utility services          | Nominations by government and private organizations working in the field of public utility services | <ul style="list-style-type: none"> <li>• 34 participants was from Baku</li> <li>• 5 participants from regions</li> </ul>  | 34 / 5<br>87% / 13% |

|    |  |   |                                 |  |                    |
|----|--|---|---------------------------------|--|--------------------|
| 27 | Public Investment Policy and Program Preparation     | Deputy Ministers and Heads of Departments of various Ministries | Nominations from the Ministries | 2 representatives from the Ministry of Economic Development<br>2 – Ministry of Ecology and Natural Resources<br>1 – Ministry of Culture and Tourism<br>2 – Ministry of Finance<br>1 – Ministry of Industry and Energy<br>1 – Cabinet of Ministers<br>1 – National Bank of Azerbaijan | 10 / 0<br>100% / 0 |
| 28 | 2004 – 2006 MBA – Nigar Chaybasarskaya               |   | Competitive                     |  | 0 / 1<br>0 / 100%  |
| 29 | 2004 – 2006 MBA – Tural Yusifov                      |   | Competitive                     |  | 1 / 0<br>100% / 0  |
| 30 | 2004 – 2006 MPH – Shirin Kazimov                     |   | Competitive                     |  | 1 / 0<br>100%/0%   |
| 31 | 2004 – 2006 MBA – Gurbanali Alakbarov                |   | Competitive                     |  | 1 / 0<br>100%/0%   |
| 32 | 2004 – 2006 MS in Non Profit Man't – Samira Karimova |   | Competitive                     |  | 0 / 1<br>0 / 100%  |
| 33 | 2004 – 2006 M of Urban Planning – Babak Mammadov     |   | Competitive                     |  | 1 / 0<br>100%/0%   |
| 34 | 2004 – 2006 MPH – Naila Aliyeva                      |   | Competitive                     |  | 0 / 1<br>0 / 100%  |

#### D. PLACEMENT AND PROGRAMMING

· To identify training providers and events that meet requirements of the training request

| # | Event   | Training Provider            | Training Venue | Program Date                       | Training Objectives   |
|---|---|------------------------------|----------------|------------------------------------|---|
| 1 | Public Education for Businesses on Notary Services                                      | Azerbaijan Marketing Society | Azerbaijan     | November 19, 2004 – April 30, 2006 | To increase entrepreneurs' knowledge on advantages of use of notary services for businesses<br>To promote protection of private property and property rights that constitute the basis of private ownership through effective use of notary services. |
| 2 | Treasure Information Management System (TIMS): Technology Infrastructure Administration | RDTEX, SAP, IBM              | Moscow, Russia | January 16 – June 2, 2006          | To build capacity of IT Dep't of the Ministry of Finance to manage the newly introduced hardware, networking, and software technologies that are used and have been introduced  |

|    | Training Series  |  |   |  | under the TIMS Project.   |
|----|--|--|---|--|---|
| 3  | 117 <sup>th</sup> WHO Executive Board Session                          | World Health Organization  | Geneva, Switzerland   | January 21 – 28, 2006                                | To determine the policies of the Organization.  |
| 4  | Educational Testing Study Tour and Assessment                          | ETS Global Institute   | Princeton, NJ, USA  | February 6 – 17, 2006                                | To receive practical knowledge for the improvement of national exam structure, which will be more consistent with western standards.  |
| 5  | Inflation Targeting  | Center for Central Banking Studies   | London, UK  | February 13 – 17, 2006                               | To consider integrating inflation targeting in the National Bank's regime as part of their monetary policy framework.   |
| 6  | Ethics/Court Administration Study Tour                                 | American Bar Association Central and Eastern Europe Legal Initiative                 | Columbia and Charleston, SC, USA  | March 6 – 16, 2006                                   | To familiarize judges with US court administration practices at all levels, stressing not only the procedure itself but also how the procedures act as a check on unethical behavior. |
| 7  | Economic Modeling and Forecasting                                      | Center for Central Banking Studies   | London, UK  | March 13 – 24, 2006                                  | To improve participant's understanding of current modeling strategies and forecasting techniques.   |
| 8  | 2006 International Jessup Moot Court Competition                       | International Law Students Association   | Washington, DC, USA   | March 26 – April 1, 2006                             | To promote awareness, study and understanding of international issues and law.  |
| 9  | Public Expenditure Management (PEM) Workshop                           | World Bank   | Warsaw, Poland  | April 2 – 5, 2006                                    | To get knowledge in the field of public expenditure management.   |
| 10 | Study Tour for the Health Sector Decision Maker Group                  | Engender health through facilitation by Dr. Levent Cagatay, Senior Program Associate | Ankara, Turkey  | April 17 – 21, 2006                                  | To initiate review of existing RH/FP policy environment and demonstrate a need for development of a new multi-sectoral National RH/FP and Contraceptive Security Program              |
| 11 | National NGOs Capacity Building  | "Umid" Humanitarian and Social Support Center (HSSC)                                 | Baku, Azerbaijan  | April 25 – June 30, 2006                             | To develop institutional capacity of the LNGOs working with IMC by providing trainings to managers and directors of these organizations.  |
| 12 | Freedom House's "Nations In Transit" and Other Publications Discussion | Freedom House  | Baku, Azerbaijan  | April 27, 2006                                       | To review of the latest indicators and explanation of the methodology used for collecting them as applied in the publication "Nations in Transit".                                    |
| 13 | Study Tour for Azerbaijan Business Case Competition Winners IV         | The University of Chicago GSB; IASeminars; American Management Association           | Chicago, IL and San Francisco, CA<br>New York, NY and San Francisco, CA | May 8 – 25, 2006<br>May 8 – 25, 2006<br>May 11 – 25, | To improve business management and business analytical skills, to increase knowledge on management practices in US companies, to advance knowledge on key business principles.        |

|    |   |  |                                    | 2006                  |   |
|----|---|--|------------------------------------|-----------------------|---|
| 14 | Research Internship in a Foreign Central Bank   | Central Bank of Turkey   | Ankara, Turkey                     | May 8 – 26, 2006      | To acquire international experience in conducting economic research in a foreign central bank.  |
| 15 | 5 <sup>th</sup> Annual Energy Regulation and Investment Conference and 6 <sup>th</sup> Annual Meeting of the Energy Regulators Regional Association | Energy Regulators Regional Association (ERRA)                  | Budapest, Hungary                  | May 15 – 18, 2006     | To educate the attendees on the substance of such important topics as energy policies and regulation, regulatory initiatives to encourage investment in utility sectors, and industry structure and the role of competition; to provide the attendees with information on what other, similarly situated countries have achieved respecting regulation. |
| 16 | Seminar on e-Government for Development: Strategies and Policies  | United States Telecommunications Training Institute (US TTI)   | Washington, DC, USA                | May 22 – June 2, 2006 | To provide developing country Government officials and development practitioners with the tools to best introduce electronic government in central and local governments.   |
| 17 | Study Tour for TV Managers  | Center for International Understanding (CIU)                   | May 22 – June 2, 2006              | May 22 – June 2, 2006 | To determine how best to use the additional revenues they will garner, how to contribute to a national news program and how to extricate themselves from the domination of the local authorities by being independent.  |
| 18 | Flagship Course on Health System Development for Countries of Central Asia, Caucasus and Moldova  | Center for Health System Development                           | Bishkek, Kyrgyz Republic           | May 22 – June 2, 2006 | To provide participants with analytical and policy-making skills to design and implement health policies to improve health system performance in their countries.   |
| 19 | Regional Workshop on monitoring and Evaluation of Tuberculosis Programs   | MEASURE Evaluation   | Kiev, Ukraine                      | May 23 – 26, 2006     | To build the capacity of participant to design and implement monitoring and evaluation (M&E) plan that can inform decisions related to Tuberculosis (TB) programming.   |
| 20 | CIPA Annual Gathering   | Eurasian Council of Certified Accountants and Auditors (ECCAA) | St. Petersburg, Russian Federation | June 5 – 7, 2006      | To create good opportunity for representatives of sponsor organizations, government representatives and accounting associations to learn first hand what CIPA is all about and how it can help advance accounting in Azerbaijan.  |
| 21 | Anti-Corruption Training  | Oklahoma National Guard  | Oklahoma, OK, USA                  | June 5 – 9, 2006      | To familiarize the members of the anti-corruption community of Azerbaijan with the  |

|    |  |   |                      |                                |  |
|----|--|---|----------------------|--------------------------------|--|
|    |  |   |                      |                                | experience of the Oklahoma State in fighting corruption, mechanisms, procedures and methods of combating corruption in the USA.  |
| 22 | Monetary Policy Assessment of the National Bank of Azerbaijan  | Dr. Evan Kraft  | Baku, Azerbaijan     | June 5 –16, 2006               | To obtain an independent assessment of the capacity of the National Bank of Azerbaijan to execute its monetary functions and to identify particular need for technical assistance and to review planned assistance by other donors to NBA.             |
| 23 | Leadership in Strategic Health Communication: Making a Difference in Infectious Diseases, HIV/AIDS and Reproductive Health | The Johns Hopkins Bloomberg School of Public Health / Center for Communication Programs (CCP) | Baltimore, MD, USA   | June 5 – 23, 2006              | To explore the elements of effective behavior development communication and advocacy programs to create more competent and health literate societies.  |
| 24 | Microfinance with a Mission: Learning Together: Joint MFC – EMN Conference   | Microfinance Center (MFC) for Central and Eastern Europe and the Newly Independent States     | Budapest, Hungary    | June 7 – 9, 2006               | To provide MFIs with strategies for offering better and more choices to low-income people.   |
| 25 | Legislative Drafting   | The Public Law Center (TPLC)  | Washington, DC, USA  | June 12 – 23, 2006             | To improve legislative drafting skills.  |
| 26 | Implementation of the Condominium Concept in Countries of Eastern Europe and the Former Soviet Union                       | PA Consulting   | Baku, Azerbaijan     | June 22 – 23, 2006             | To educate decision makers and perspective condominium developers about the condominium concept, its practical applications and models.  |
| 27 | Public Investment Policy and Program Preparation   | Turkish International Cooperation Administration (TICA)                                       | Ankara, Turkey       | June 26 – 30, 2006             | To provide the officials from key economic ministries the first-hand knowledge of bringing macroeconomic planning and development agenda together with the budgeting process (especially capital budgeting).   |
| 28 | 2004 – 2006 MBA – Nigar Chaybasarskaya   | Southern Illinois University  | Carbondale, IL, USA  | August 9, 2004 – May 27, 2006  | To further prepare young Azeri men and women who have demonstrated strong leadership capacity in their professional, technical and managerial careers to become progressive, forward thinking and visionary leaders. The long-term goal of the program |
| 29 | 2004 – 2006 MBA – Tural Yusifov  | Georgia State University  | Atlanta, GA, USA     | August 12, 2004 – May 23, 2006 |  |
| 30 | 2004 – 2006 MPH – Shirin Kazimov   | Tulane University   | New Orleans, LA, USA | August 17, 2004 – May 27, 2006 |  |

|    |  |                          |                      |  |   |
|----|--|--------------------------|----------------------|--|---|
| 31 | 2004 – 2006 MBA –<br>Gurbanali<br>Alakbarov                | Thunderbird              | Glendale, AZ,<br>USA | August 25,<br>2004 – May<br>10, 2006     | is to create a cadre of<br>internationally trained and high<br>quality professional economic<br>policy and decision-makers,<br>managers and administrators. |
| 32 | 2004 – 2006 MS in<br>Non Profit Man't –<br>Samira Karimova | New School<br>University | New York,<br>NY, USA | August 26,<br>2004 – June<br>11, 2006    |   |
| 33 | 2004 – 2006 M of<br>Urban Planning –<br>Babak Mammadov     | New School<br>University | New York,<br>NY, USA | August 26,<br>2004 – June<br>24, 2006    |   |
| 34 | 2004 – 2006 MPH –<br>Naila Aliyeva                         | Ohio State<br>University | Columbus,<br>OH, USA | September 12,<br>2004 – June<br>22, 2006 |   |

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

- *To prepare participants for training to ensure that they are prepared logistically*

During the period, World Learning conducted 13 pre-departure orientations for third country trainings and 9 pre-departure orientations for trainings conducted in the United States. In all cases a pre-departure orientation checklist was used as a basis for discussion and the training implementation plan was discussed in detail with the participants. Each pre-departure orientation included a session on action planning during which, the participants were given a document that includes guidelines on action planning and a sample action plan format.

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

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

During this period World Learning and IIE have conducted 9 orientation meetings for 66 participants of 9 UST programs:

Study Tour for Azerbaijan Business Case Competition Winners IV (4 participants)  
Seminar on e-Government for Development: Strategies and Policies (1 participant)  
2006 International Jessup Moot Court Competition (5 participants)  
Study Tour for TV Managers (8 participants)  
Anti-Corruption Training (15 participants)  
Ethics/Court Administration Study Tour (10 participants)  
Legislative Drafting (12 participants)  
Leadership in Strategic Health Communication: Making a Difference in Infectious Diseases, HIV/AIDS and Reproductive Health (1 participant)  
Educational Testing Study Tour (10 participants)

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

**G. POST-TRAINING FOLLOW-UP**

- *To provide needed interventions so that trainees apply their new skills/knowledge in their workplace*

Follow-up debriefings were scheduled for all programs. In addition, World Learning has a policy of contacting select participants within six months of their return to discuss the progress that they have made toward the achievement of their action plans.

The follow-on activities include but not limited to:

- Follow-on Workshop or series of workshops or seminars to share information and knowledge gained in the training program.
- Attending in-country conferences.
- Public education campaigns or other media events including press conferences.
- Professional development seminars conducted by local training providers.

## **VI. LOCAL TRAINING PROVIDER STRENGTHENING**

START Participant Training Program continues to award trainings to local organizations, thus strengthening their capacity. The following trainings have been implemented by local training providers:

- Local organization 'Umid' was selected to conduct training under SO 3.2 entitled "National NGOs Capacity Building";
- On the competitive bid Azerbaijan Marketing Society was chosen as a training provider for the program "Public Education for Businesses on Notary Services" under SO 1.3. And AD Solution Advertising & PR Agency was subcontracted to implement Production and Airing of two Public Service Announcements (PSAs), Production and Placement of Posters in Billboards.

## **VII. PROGRESS ON GENDER DEVELOPMENT**

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

During the first half of the year 2006 total number of participants was 515 among which the percentage of female participation was 17%.

## **VIII. UTILIZATION OF HSIS / HBCUs**

## **IX. SEMIANNUAL ADMINISTRATIVE OVERVIEW**

### **COUNTRY OFFICES/PERSONNEL/APPROVALS**

On February 7, 2006, the START Project was authorized to hire two new additional staff members in order to meet the level of training demand. The following START staffing changes were made during this reporting period:

April 12: Nigar Jabrayilova hired as Program Assistant  
 May 05: Gudrat Aliyev, Program Officer resigned  
 May 12: Vusala Safarova hired as Program Officer  
 May 17: Samir Hamidov hired as Program Officer

May 30: Turgut Mustafayev hired as Program Officer  
May 31: Sariya Hasanova, Program Officer resigned

#### **TAXATION/LEGAL ISSUES**

World Learning is registered with the Ministry of Justice. The START Project has not experienced any problems or concerns regarding the VAT reimbursement that we submit.

#### **COST CONTAINMENT**

The following Cost Containment efforts totaling **\$133,869.34** were implemented by the program staff during the procurement of the programs:

- Estimated savings of about \$123,000 in the budgeted amount for "2004-2006 Masters Degree Program".
- Cost containment effort totals \$10,748.90 due to negotiations with the training providers for the program entitled "Study Tour for Azerbaijan Business Case Competition Winners IV": Chicago Graduate School of Business provided a 40% discount: total fee was reduced to \$8,130 from \$13,550. IASeminars also offered a 15% discount: total cost was decreased to \$4,756.60 from \$5,596. Also, American Management Association (AMA) provided a 30% discount: overall fee was reduced to \$10,475.50 from \$14,965.
- Within "5th Energy Regulation and Investment Conference and 6th Annual Meeting of the Energy Regulators Regional Association (ERRA)", after the negotiations with the training provider ERRA, the lodging fee was reduced to 120 EUR/person/night versus the ERRA discount rate as of 155 EUR/person/night. As a result, the total amount of cost containment efforts equaled 175 EUR (\$227) for a total of 5 nights.

#### **IN-KIND CONTRIBUTIONS BY AZERBAIJAN GOVERNMENT**

##### *Ministry of Justice (MOJ):*

One of the components of the Public Education on Notary Services for Businesses program was implementing trainings on notary services for local businessmen in Baku and regions. Experts from MOJ prepared and conducted the training with no fee. Also, MOJ covered their M&IE, transportation costs, hotel costs for the trainings in regions.

##### *National Bank of Azerbaijan (NBA):*

International Affairs Department of NBA assisted in arranging agenda of the meetings for the consultant of the Monetary Policy Assessment. Also, majority of the people that the consultant met spoke English. This released us of the requirement to hire an assistant for the consultant.

NBA also gave its conference premises for presentations of the assessment findings as well as their LCD projector.

#### **Cost Sharing**

##### *PA Consulting*

PA Consulting served as a training provider for no training fee for Conference on Implementation of the Condominium Concept in Countries of Eastern Europe and the Former Soviet Union.

##### *Turkish Central Bank*

Turkish Central Bank served as a training provider for no training fee for Research Internship on Transmission Mechanism of Monetary Policy. The Bank also provided free lunches as well as significant discount for participant's stay in 5- star hotel.

*Turkish International Cooperation Administration*

Turkish International Cooperation Administration served as a training provider for no training fee for Public Investment Policy and Program Preparation Study Tour.

*Oklahoma National Guard*

Oklahoma National Guard served as a training provider for no training fee for Anti-Corruption Training.

*Engender Health*

Engender Health served as a training provider for no training fee for Study Tour for the Health Section Decision Maker Group.

**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.

**X. SEMIANNUAL FINANCIAL REPORT**

Please see Attachment 1 for Semiannual Training and Financial Expenditures Report.

Also please see Attachment 2 for Semiannual Training Implementation Timetable, Attachment 3 for Summary Report on Trained Participants for CY 2002 – 2006 and Attachment 4 for Fee-for - Service Activity.

**Strategic Technical Assistance for Results with Training  
START/Caucasus  
World Learning/Azerbaijan Field Office  
Contract Number: OUT-EEE-I-800-01-00016-00  
Semiannual Training and Financial Expenditures Report  
January - June 2006**

|  |  |                      |
|--|--|----------------------|
|  | Obligated Program Funds:   | \$10,400,000         |
|  | Less Expended Administrative:  | (\$2,283,728)        |
|  | Less Completed Training Programs:  | (\$5,340,741)        |
|  | Less 2004 - 2006 Masters Programs in Process:                                  | (\$300,298)          |
|  | Balance of Funds as of June 30, 2006:  | \$2,475,233          |
|  | Estimated Administrative Expenses through August 2007 (\$55,000 X 14 months):  | (\$770,000)          |
|  | Estimated Monthly Program Burn Rate through July 2007 (\$150,000 X 13 months): | (\$1,950,000)        |
|  | Balance of Project Funds as of August 26, 2007:                                | (\$244,767)          |
|  | Number of months of Extension*   | 14                   |
|  | Anticipated Program Close out:   | August-07            |
|  | FY 2006 Training Programs:   | \$5,327,797          |
|  | Less Completed Training Programs:  | (\$1,938,535)        |
|  | Less 2004 - 2006 Masters Programs in Process:                                  | (\$300,298)          |
|  | FY 2006 Training Programs to be implemented:                                   | \$3,088,964          |
|  | Program Funds through Extension Period:  | \$1,705,233          |
|  | <b>Balance:</b>  | <b>(\$1,383,731)</b> |

\*includes additional one month for Project Closeout

| Course Title | Training Location | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates | Participants Number |   |       | Duration of Training | Status | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--------------|-------------------|--------------------------|-------------------------------|--------------------------|---------------|---------------------|---|-------|----------------------|--------|----------------|------------|---|
|              |                   |                          |                               |                          |               | M                   | F | total |                      |        |                |            |   |

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

**CARRY OVER FROM FY '05 Plan:**

|  |                  |                                       |                              |                |                                    |     |    |     |                |           |          |          |          |
|--|------------------|---------------------------------------|------------------------------|----------------|------------------------------------|-----|----|-----|----------------|-----------|----------|----------|----------|
| Public Education for Businesses on Notary Services | Azerbaijan       | Ministry of Justice (Samira)          | Azerbaijan Marketing Society | General Public | November 19, 2004 - April 30, 2006 | 278 | 27 | 305 | 17 mon         | Completed | \$48,500 | \$48,406 | \$48,406 |
| IV Annual Azerbaijan Business Case Competition     | Baku, Azerbaijan | Former MBAEC Consultant Brian Wozniak | Non-Compete to Brian Wozniak | Competitive    | September 23 - December 12, 2005   | 42  | 12 | 54  | 2 and half mon | Completed | \$38,000 | \$37,554 | \$37,554 |

163

| Course Title  | Training Location          | USAID Partner (START/PO)            | Training Provider (Suggested)   | Pax Recruitment Strategy   | Program Dates  | Participants Number |           |            | Duration of Training | Status    | Planned Amount   | TIP Amount       | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|---|----------------------------|-------------------------------------|---|--|--|---------------------|-----------|------------|----------------------|-----------|------------------|------------------|---|
|   |                            |                                     |   |  |  | M                   | F         | total      |                      |           |                  |                  |   |
| Market and Technology Developments in Small Scale Heat Generation International Workshop                | Baku, Azerbaijan           | PA Cons. (Samira)                   | PA Consulting   | Nominations by gov't & private organizations working in the field of heat energy             | October 20, 2005   | 57                  | 11        | 68         | 1 day                | Closed    | \$20,000         | \$18,519         | \$12,326  |
| Heating Sector Institutional Reform in the Former Soviet Union International Conference                 | Baku, Azerbaijan           | PA Cons. (Samira)                   | PA Consulting   | Nominations by gov't & private organizations working in the field of heat energy             | October 21, 2005   | 57                  | 11        | 68         | 1 day                | Closed    | \$24,000         | \$18,519         | \$12,326  |
| Treasure Information Management System (TIMS): Technology Infrastructure Administration Training Series | Moscow, Russian Federation | CARANA (Telman)                     | RDTEX; SAP Treasure Solution Software Administration; IBM Servers System Administration | Nominations by CARANA  | January 16 - 20; 23-24; February 6-10; March 13-17; April 3-5; May 10 - June 2, 2006 | 4                   | 2         | 6          | 5 mon                | Completed | \$84,600         | \$73,244         | \$73,244  |
| PhD in Agriculture Economics  | Pullman, WA, USA           | Pragma Corporation (Samira)         | Washington State University   | Nomination by Pragma Corporation   | May 16, 2006 - May 15, 2007  | 1                   | 0         | 1          | 1 year               | Active    | \$50,000         | \$33,786         | \$33,786  |
| Implementation of the Condominium Concept in Countries of Eastern Europe and the Former Soviet Union    | Baku, Azerbaijan           | PA Cons. (Samira)                   | PA Consulting   | Nominations by gov't & private organizations working in the field of public utility services | June 22 - 23, 2006   | 34                  | 5         | 39         | 2 days               | Completed | \$32,000         | \$28,268         | \$28,268  |
| Introduction to Economic Concepts   | Baku, Azerbaijan           | PA Cons. (Samira)                   | Competitive   | Nominations by state bodies  | Late Summer  | 15                  | 15        | 30         | 2 days               | Potential | \$15,000         | \$0              | \$15,000  |
| Introduction to Finance   | Baku, Azerbaijan           | PA Cons. (Samira)                   | Competitive   | Nominations by gov't & private organizations working in the field of public utility services | Late Summer  | 15                  | 15        | 30         | 1 day                | Potential | \$12,000         | \$0              | \$12,000  |
| Institutional Capacity Assessment for Anti Monopoly Department  | Baku, Azerbaijan           | Ministry of Economic Dev't (Samira) | Competitive   | N/A  | TBD  | 0                   | 0         | 0          | TBD                  | Cancelled | \$0              | \$0              | \$0   |
| <b>SO 1.3 FY '05 CARRYOVER Subtotals</b>  |                            |                                     |   |  |  | <b>503</b>          | <b>98</b> | <b>601</b> |                      |           | <b>\$324,100</b> | <b>\$258,296</b> | <b>\$272,910</b>  |

| Course Title | Training Location | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates | Participants Number |   |       | Duration of Training | Status | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--------------|-------------------|--------------------------|-------------------------------|--------------------------|---------------|---------------------|---|-------|----------------------|--------|----------------|------------|---|
|              |                   |                          |                               |                          |               | M                   | F | total |                      |        |                |            |   |

**NEW PROGRAMS**

|   |  |                                      |   |   |                       |                   |   |    |         |               |          |           |          |
|---|--|--------------------------------------|---|---|-----------------------|-------------------|---|----|---------|---------------|----------|-----------|----------|
| World Bank's Revised Minimum Standards Model-Extended (RMSM-X) Training   | Moscow, Russian Federation             | DAI/PIPE (Samira)                    | The World Bank/Russia Office and Int'l Bank for Reconstruction and Development (IBRD) | Technical staff of the Ministry of Economic Development | December 12-21, 2005  | 13                | 2 | 15 | 10 days | Completed     | \$56,000 | \$69,840  | \$69,840 |
| Inflation Targeting   | London, United Kingdom                 | National Bank of Azerbaijan (Gudrat) | Center for Central Banking Studies (CCBS)   | Nominations by National Bank of Azerbaijan              | February 13-17, 2006  | 1                 | 0 | 1  | 5 days  | Completed     | \$3,700  | \$3,170   | \$3,170  |
| Economic Modeling and Forecasting   | London, United Kingdom                 | National Bank of Azerbaijan (Gudrat) | Center for Central Banking Studies (CCBS)   | Nominations by National Bank of Azerbaijan              | March 13-24, 2006     | 0                 | 1 | 1  | 2 weeks | Completed     | \$6,014  | \$5,950   | \$5,950  |
| Study Tour for Azerbaijan Business Case Competition Winners IV  | Chicago, IL and San Francisco, CA, USA | USAID (Firuza)                       | The University of Chicago GSB; IASeminars; American Management Association (AMA)      | 1st place prize winners of IV Annual ABCC               | May 8 - 25, 2006      | 2                 | 0 | 2  | 3 weeks | Completed     | \$60,000 | \$28,600  | \$28,600 |
|   | New York, NY and San Francisco, CA,    |                                      | American Management Association (AMA);  |   | May 8 - 25, 2006      | 0                 | 1 | 1  | 3 weeks |               |          | \$15,002  | \$15,002 |
|   |  |                                      |   |   |                       | May 11 - 25, 2006 | 0 | 1  | 1       |               |          | 2.5 weeks | \$12,998 |
| Research Internships in a Foreign Central Bank  | Ankara, Poland                         | National Bank of Azerbaijan          | Central Bank of   | Nominations by National Bank of Azerbaijan              | May 8 - 26, 2006      | 1                 | 0 | 1  | 3 weeks | Completed     | \$14,000 | \$3,720   | \$3,720  |
|   |  |                                      | National Bank of Poland   |   |                       | Fall              | 1 | 0  | 1       | 1 to 2 months |          | Planned   | \$0      |
| Public Expenditure Management (PEM)   | Warsaw, Poland                         | USAID SO 1.3 Team                    | World Bank (WB)   | WB Nominations  | April 2-5, 2006       | 2                 | 0 | 2  | 4 days  | Completed     | \$5,500  | \$2,582   | \$2,582  |
| 5th Annual Energy Regulation and Investment Conference and 6th Annual Meeting of the Energy Regulators Regional Association | Budapest, Hungary                      | PA Cons. (Firuza)                    | Energy Regulators Regional Association (ERRA)   | Nominations by Cabinet of Ministers                     | May 15 - 18, 2006     | 1                 | 0 | 1  | 4 days  | Completed     | \$2,450  | \$2,450   | \$2,450  |
| Seminar on e-Government for Development: Strategies and Policies  | Washington, DC, USA                    | USAID SO 1.3 Team (Samira)           | United States Telecommunications Training Institute (US TTI)                          | USAID Nomination  | May 22 - June 2, 2006 | 1                 | 0 | 1  | 13 days | Completed     | \$6,500  | \$5,000   | \$5,000  |

| Course Title   | Training Location  | USAID Partner (START/PO)                      | Training Provider (Suggested)   | Pax Recruitment Strategy                                  | Program Dates             | Participants Number |     |       | Duration of Training | Status    | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--|--|---|---|---|---------------------------|---------------------|-----|-------|----------------------|-----------|----------------|------------|---|
|  |  |   |   |   |                           | M                   | F   | total |                      |           |                |            |   |
| Microfinance with a Mission: Learning Together: Joint MFC - EMN Conference | Budapest, Hungary  | SME Project (Samira / Vusala)                 | Microfinance Center (MFC) for Central & Eastern Europe and the Newly Independent States | SME Project Nominations                                   | June 7 - 9, 2006          | 4                   | 0   | 4     | 3 days               | Completed | \$13,000       | \$7,346    | \$7,346   |
| CIPA Annual Gathering  | St. Petersburg, Russian Federation                               | USAID (Samira / Vusala)                       | Eurasian Council of Certified Accountants and Auditors (ECCAA)                          | USAID Nomination  | June 5 - 7, 2006          | 1                   | 0   | 1     | 3 days               | Completed | \$2,444        | \$2,444    | \$2,444   |
| Monetary Policy Assessment of the National Bank of Azerbaijan              | Baku, Azerbaijan   | National Bank of Azerbaijan (Telman)          | Dr. Evan Kraft  | Nominations by National Bank of Azerbaijan                | June 5 - 16, 2006         | 0                   | 0   | 0     | 2 weeks              | Completed | \$77,000       | \$22,580   | \$22,580  |
| Diploma in International Financial Reporting                               | Baku, Azerbaijan   | USAID SO 1.3 Farid Bakhshiyev (Samira)        | ATC International   | Nominations by Ministry of Finance, State-Owned Companies | April 24 - July 6, 2006   | 25                  | 25  | 50    | 3 months             | Active    | \$82,000       | \$78,500   | \$78,500  |
| Bank Inspection and Audit 2006   | Washington, DC, Austin & Houston, TX, Concord & Laconia, NH, USA | Bank World (Firuza)                           | BankWorldInc, Washington  | NBA's inspectors and off-site analysts                    | July 7 - 28, 2006         | 5                   | 0   | 5     | 3 weeks              | Active    | \$53,500       | \$82,850   | \$82,850  |
| TIMS End-Users Training  | Baku, Azerbaijan   | CARANA (Samira)                               | Competitive   | Nominations by regional treasuries and finance committees | Summer - Fall 2006        | 271                 | 271 | 542   | 2 months             | Planned   | \$105,000      | \$0        | \$105,000   |
| Public Investment Policy and Program Preparation                           | Ankara, Turkey   | DAI/PIPE (Firuza)                             | TICA  | Senior Level Executives from GOAZ                         | June 26 - 30, 2006        | 10                  | 0   | 10    | 1 week               | Active    | \$102,000      | \$33,300   | \$33,300  |
| English Language Training  | Baku, Azerbaijan   | PIP Project (Vusala)                          | Education and Training International  | Nominations by Ministry of Economic Development           | July 10, 2006 - June 2007 | 17                  | 3   | 20    | 12 months            | Active    | \$8,000        | \$6,060    | \$6,060   |
| Econometrics and Macroeconometric Modeling with Eviews                     | Brussels, Belgium  | National Bank of Azerbaijan (Samira / Vusala) | EcoMod  | Nominations by National Bank of Azerbaijan                | July 10 - 15, 2006        | 1                   | 0   | 1     | 6 days               | Active    | \$5,100        | \$5,107    | \$5,107   |

| Course Title   | Training Location                      | USAID Partner (START/PO)  | Training Provider (Suggested)   | Pax Recruitment Strategy                                 | Program Dates             | Participants Number |    |       | Duration of Training | Status    | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--|--|---|---|--|---------------------------|---------------------|----|-------|----------------------|-----------|----------------|------------|---|
|  |  |   |   |  |                           | M                   | F  | total |                      |           |                |            |   |
| Integrated Water Resources Management                                      | Chakvi, Georgia                        | PA Government Services Inc, South Caucasus Water Program (Vusala) | PA Government Services  | Nominations by Ministry of Ecology and Natural Resources | July 17-22, 2006          | 3                   | 1  | 4     | 5 days               | Potential | \$5,000        | \$0        | \$0   |
| Monetary Operations  | London, United Kingdom                 | National Bank of Azerbaijan (Telman)                              | Center for Central Banking Studies (CCBS)   | Nominations by National Bank of Azerbaijan               | TBD                       | 1                   | 0  | 1     | 5 days               | Postponed | \$4,000        | \$0        | \$4,000   |
| Distance Learning on Public Administration                                 | Baku, Azerbaijan and Skopje, Macedonia | USAID SO 1.3 Geoff Minott (Samira)                                | University of Pittsburgh in Macedonia, Graduate Center for Public Policy and Management | MED Nomination   | Starting in Fall 2006     | 2                   | 2  | 4     | 2 years              | Planned   | \$180,000      | \$0        | \$180,000   |
| HR Management Assessment   | Baku, Azerbaijan                       | USAID SO 1.3 Geoff Minott (Samir)                                 | Competitive   | Nominations by National Bank of Azerbaijan               | Starting in Summer 2006   | 0                   | 0  | 0     | 1 year               | Potential | \$100,000      | \$0        | \$100,000   |
| Improving Compensation System in NBA                                       | Baku, Azerbaijan                       | USAID SO 1.3 Geoff Minott (Samir)                                 | ABTC (Azerbaijan Bank Training Center)  | Nominations by National Bank of Azerbaijan               | July 10 - August 18, 2006 | 0                   | 0  | 0     | 1.5 month            | Planned   | \$20,000       | \$0        | \$20,000  |
| US Tax Administration Study Tour   | New York, NY and Washington, DC, USA   | US Treasury - Resident Tax Advisor Tom McMurray (Firuza)          | US Treasury Department  | Nominations by the Ministry of Taxes                     | October 16 - 20, 2006     | 3                   | 0  | 3     | 1 week               | Potential | \$25,000       | \$0        | \$25,000  |
| National Workshop on Employment-Intensive Investment Policies and Programs | Baku and Ismayilli, Azerbaijan         | International Labor Organization Azerbaijan (Firuza)              | International Labor Organization (Moscow Office)  | Nominations by ILO-Azerbaijan                            | TBD                       | 10                  | 10 | 20    | 4 days               | Postponed | \$25,000       | \$0        | \$25,000  |
| Financial Economics for Central Banks                                      | London, United Kingdom                 | National Bank of Azerbaijan (Telman)                              | Center for Central Banking Studies (CCBS)   | Nominations by National Bank of Azerbaijan               | May 15-26, 2006           | 0                   | 0  | 0     | 2 weeks              | Cancelled | \$0            | \$0        | \$0   |
| Financial Stability  | London, United Kingdom                 | National Bank of Azerbaijan                                       | Center for Central Banking Studies (CCBS)   | Nominations by National Bank of Azerbaijan               | April 24 - 28, 2006       | 0                   | 0  | 0     | 5 days               | Cancelled | \$0            | \$0        | \$0   |
| Examination Management Course  | Moscow, Russian                        | USAID SO 1.3 Team   | Federal Deposit   | Nominations by National Bank of                          | March 27-31, 2006         | 0                   | 0  | 0     | 5 days               | Cancelled | \$0            | \$0        | \$0   |

| Course Title  | Training Location | USAID Partner (START/PO) | Training Provider (Suggested)        | Pax Recruitment Strategy                            | Program Dates | Participants Number |            |             | Duration of Training | Status    | Planned Amount     | TIP Amount       | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|---|-------------------|--------------------------|--------------------------------------|---|---------------|---------------------|------------|-------------|----------------------|-----------|--------------------|------------------|---|
|   |                   |                          |                                      |   |               | M                   | F          | total       |                      |           |                    |                  |   |
| Contracting Strategies to Strengthen the Market Chain | Ukraine           | IRC/ABAD (Samira)        | Non-Competitive to IRC/ABAD Trainers | ABAD Business Advisors from eight marketing centers | May, 2006     | 0                   | 0          | 0           | 1 week               | Cancelled | \$0                | \$0              | \$0   |
|   | Moldova           |                          |                                      |   |               |                     |            |             | 1 week               |           |                    |                  |   |
|   | Baku, Azerbaijan  |                          |                                      |   |               |                     |            |             | 2 days               |           |                    |                  |   |
| <b>SO 1.3 FY '05 Carry Over Subtotals</b>             |                   |                          |                                      |   |               | <b>503</b>          | <b>98</b>  | <b>601</b>  |                      |           | <b>\$324,100</b>   | <b>\$258,296</b> | <b>\$272,910</b>  |
| <b>SO 1.3 New Program FY '06 Subtotals</b>            |                   |                          |                                      |   |               | <b>375</b>          | <b>317</b> | <b>692</b>  |                      |           | <b>\$961,208</b>   | <b>\$387,499</b> | <b>\$856,779</b>  |
| <b>SO 1.3 SUBTOTALS</b>                               |                   |                          |                                      |   |               | <b>878</b>          | <b>415</b> | <b>1293</b> |                      |           | <b>\$1,285,308</b> | <b>\$645,795</b> | <b>\$1,129,689</b>  |

168

| Course Title | Training Location | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates | Participants Number |   |       | Duration of Training | Status | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--------------|-------------------|--------------------------|-------------------------------|--------------------------|---------------|---------------------|---|-------|----------------------|--------|----------------|------------|---|
|              |                   |                          |                               |                          |               | M                   | F | total |                      |        |                |            |   |

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

**CARRY OVER FROM FY '05 Plan:**

|   |                                   |                                    |   |  |                                       |     |     |     |                  |           |           |           |           |
|---|-----------------------------------|------------------------------------|---|--|---------------------------------------|-----|-----|-----|------------------|-----------|-----------|-----------|-----------|
| SPPRED: Public Education and Outreach Program 2004/Media Outreach Component                   | 9 regions, Azerbaijan             | SPPRED Secretariat (Sariya)        | "Umid" HSSC (THMs)                              | Selection to cover wide spectrum of people                   | April 15- November 5, 2004            | 319 | 128 | 447 | 6 half mon       | Closed    | \$102,000 | \$63,801  | \$65,048  |
|   | Azerbaijan                        |                                    | ACDRTRC (PSAs)                                  |  | July 1, 2004 - November 30, 2005      | 0   | 0   | 0   | 17 mon           |           |           | Completed | \$23,419  |
| Televised THMs: Presidential Election Decree  | 9 regions, Azerbaijan             | IREX Media (Sariya)                | IREX Media Azerbaijan                           | IREX Media Nominations                                       | June 9 - July 6, 2005                 | 378 | 71  | 449 | 1 mon            | Completed | \$25,168  | \$25,168  | \$25,168  |
|   | Baku, Azerbaijan                  |                                    |   |  | October 17 - 24, 2005                 | 0   | 0   | 0   | 1 week           |           |           |           |           |
| Improvement of Election Administration Practices for Election Authorities and Other Officials | Baku & 9 regions, Azerbaijan      | IFES (Telman)                      | International Press Club (IPC) & IFES           | IFES & IPC Nominations                                       | September 13, 2005 - November 5, 2005 | 781 | 48  | 829 | 2 mon            | Completed | \$130,000 | \$132,093 | \$132,093 |
| Azerbaijan's Alternative Report to UN Committee on the Rights of the Child                    | Geneva, Switzerland               | World Vision (Firuza)              | UN Committee on the Rights of the Child         | Nominations by Azerbaijan NGO Alliance for Children's Rights | October 3-4, 2005                     | 2   | 1   | 3   | 2 days           | Closed    | \$6,371   | \$5,024   | \$4,455   |
| 2005 NGO Sustainability Index   | Baku, Lankaran, Ganja, Azerbaijan | USAID SO 2.1 Livia Mimica (Sariya) | International Center for Social Research (ICSR) | ICSR Nominations   | October 10 -26, 2005                  | 22  | 9   | 31  | 2 and half weeks | Completed | \$15,000  | \$3,950   | \$3,950   |
| Study Tour for TV Managers  | Charleston & Bluefield, WV, USA   | IREX Media (Samir)                 | Center for International Understanding (CIU)    | IREX & Public TV Nominations                                 | May 22 - June 2, 2006                 | 6   | 2   | 8   | 2 weeks          | Completed | \$110,500 | \$60,140  | \$60,140  |
| Anti-Corruption Training  | Oklahoma, OK, USA                 | USAID SO 2.1 Livia Mimica (Firuza) | Oklahoma National Guard                         | USAID Nominations  | June 5 - 9, 2006                      | 14  | 1   | 15  | 1 week           | Completed | \$51,000  | \$63,500  | \$63,500  |
| Negotiation Skills for Commercial Law Professionals   | Baku, Azerbaijan                  | ABA CEELI (Firuza)                 | CBI Trained Trainers                            | ABA CEELI Nominations  | TBD                                   | 6   | 5   | 11  | 3 days           | Potential | \$9,000   | \$0       | \$9,000   |

| Course Title                             | Training Location | USAID Partner (START/PO)           | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates | Participants Number |            |             | Duration of Training | Status    | Planned Amount   | TIP Amount       | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--|-------------------|------------------------------------|-------------------------------|--------------------------|---------------|---------------------|------------|-------------|----------------------|-----------|------------------|------------------|---|
|  |                   |                                    |                               |                          |               | M                   | F          | total       |                      |           |                  |                  |   |
| Study Tour of Religious Leaders          | UST               | USAID SO 2.1 Livia Mimica (Telman) | Competitive                   | Competitive              | TBD           | 3                   | 2          | 5           | 2 weeks              | Potential | \$65,000         | \$0              | \$65,000  |
| <b>SO 2.1 FY '05 CARRYOVER Subtotals</b> |                   |                                    |                               |                          |               | <b>1531</b>         | <b>267</b> | <b>1798</b> |                      |           | <b>\$514,039</b> | <b>\$377,095</b> | <b>\$451,773</b>  |

**NEW PROGRAMS**

|  |   |                                     |  |                          |                              |    |   |    |          |           |             |             |             |
|--|---|-------------------------------------|--|--------------------------|------------------------------|----|---|----|----------|-----------|-------------|-------------|-------------|
| Ethics/Court Administration Study Tour                                 | Columbia and Charleston, South Carolina, USA    | ABA CEELI (Firuza)                  | ABA CEELI Azerbaijan                   | ABA CEELI Nominations    | March 6-16, 2006             | 7  | 3 | 10 | 2 weeks  | Completed | \$77,000    | \$71,500    | \$71,500    |
| 2006 International Jessup Moot Court Competition                       | Washington, DC, USA                             | ABA CEELI (Firuza)                  | International Law Students Association | Competitive              | March 26 - April 1, 2006     | 4  | 1 | 5  | 1 week   | Completed | \$26,000.00 | \$16,700.00 | \$16,700.00 |
| Freedom House's "Nations In Transit" and Other Publications Discussion | Baku, Azerbaijan                                | USAID SO 2.1 Livia Mimica (Sariya)  | Freedom House                          | USAID Nominations        | April 27, 2006               | 20 | 4 | 24 | 1 day    | Completed | \$1,600     | \$1,600     | \$1,600     |
| Legislative Drafting   | Washington, DC, USA                             | USAID SO 2.1 Aynur Yusifova (Samir) | The Public Law Center (TPLC)           | USAID Nominations        | June 12 - 23, 2006           | 10 | 2 | 12 | 12 days  | Completed | \$105,000   | \$109,942   | \$109,942   |
| Internship Training on Mediation and Arbitration                       | Paris, France                                   | ABA CEELI (Firuza)                  | Freshfields Bruckhaus Deringer         | Competitive              | July 10 - September 10, 2006 | 1  | 0 | 1  | 2 months | Active    | \$10,500    | \$3,600     | \$3,600     |
| Ethics and Rules of Commercial Advertising in the US                   | USA   | IREX (Samir)                        | Competitive                            | IREX Nominations         | Fall 2006                    | 5  | 5 | 10 | 2 weeks  | Planned   | \$108,000   | \$0         | \$108,000   |
| Educational Study Tour   | Austria, the Baltic States, Hungary and Germany | USAID SO 2.1 Team (Samir)           | Competitive                            | Milli Majlis Nominations | Summer 2006                  | 6  | 6 | 12 | 1 week   | Potential | \$40,000    | \$0         | \$40,000    |
| Approval of State Budget and Responsibilities of Parliament's Staff    | Baltic States, Poland and Hungary               | USAID SO 2.1 Team (Samir)           | Competitive                            | Milli Majlis Nominations | Summer - Fall 2006           | 6  | 6 | 12 | 1 week   | Potential | \$40,000    | \$0         | \$40,000    |
| Law Drafting and Law Analysis Process                                  | Poland  | USAID SO 2.1 Team (Samir)           | Competitive                            | Milli Majlis Nominations | Summer - Fall 2006           | 6  | 6 | 12 | 1 week   | Potential | \$40,000    | \$0         | \$40,000    |

| Course Title  | Training Location           | USAID Partner (START/PO)             | Training Provider (Suggested) | Fax Recruitment Strategy   | Program Dates | Participants Number |    |       | Duration of Training | Status    | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|---|-----------------------------|--------------------------------------|-------------------------------|--|---------------|---------------------|----|-------|----------------------|-----------|----------------|------------|---|
|   |                             |                                      |                               |  |               | M                   | F  | total |                      |           |                |            |   |
| Different Ways of Implementing Election Administration Tasks and Consideration of Election Complaints and Appeals   | TCT                         | USAID SO 2.1 Parviz Musayev (Samir)  | IFES                          | CEC Nominations  | Fall 2006     | 5                   | 4  | 9     | 1 week               | Potential | \$68,000       | \$0        | \$68,000  |
| Workshop on How to Organize More Effective Activity as a Group of Different NGOs                                    | Czech Republic              | USAID SO 2.1 Parviz Musayev (Samir)  | Competitive                   | USAID IP's Nominations   | TBD           | 5                   | 5  | 10    | 1 week               | Potential | \$73,500       | \$0        | \$73,500  |
| Networking, Mobilization of Youth and Capacity-Building for Youth   | ICT or TCT                  | USAID SO 2.1 Aynur Yusifova (Samir)  | Competitive                   | Nominations by Ministry of Youth, Sports and Tourism, and Youth NGOs | TBD           | 8                   | 7  | 15    | 1 week               | Potential | \$91,000       | \$0        | \$91,000  |
| Study Tour on Student Unions  | TCT                         | USAID SO 2.1 Aynur Yusifova (Samir)  | Competitive                   | USAID Nominations  | TBD           | 8                   | 7  | 15    | 1 - 2 weeks          | Potential | \$141,000      | \$0        | \$141,000   |
| Data Verification - Professional Journalism Training  | TCT                         | USAID SO 2.1 Aynur Yusifova (Samir)  | Competitive                   | Press Council's Nominations  | TBD           | 10                  | 10 | 20    | 1 week               | Potential | \$113,000      | \$0        | \$113,000   |
| Philosophy and Approach of Volunteerism and Charity in Community Based Organizations                                | TCT                         | USAID SO 2.1 Ulvi Ismayil (Samir)    | Competitive                   | CBOs, Civil Society Organizations, NGOs                              | TBD           | 5                   | 5  | 10    | 2 weeks              | Potential | \$111,500      | \$0        | \$111,500   |
| Public Funding/Pledge Campaigns for PBS in the US   | USA                         | USAID SO 2.1 Ulvi Ismayil (Samir)    | PBS or Substitute             | Producers of Public TV   | TBD           | 3                   | 0  | 3     | 1 week               | Potential | \$39,500       | \$0        | \$39,500  |
| Learn and Exchange of the Practical and Organizational Experiences of the Same Category Employees' in Other Country | Poland, Turkey or other TCT | USAID SO 2.1 Parviz Musayev (Firuza) | Competitive                   | IRI and Milli Mejlis's nominations                                   | TBD           | 8                   | 7  | 15    | 1 week               | Potential | \$89,000       | \$0        | \$89,000  |

171

| Course Title  | Training Location       | USAID Partner (START/PO)             | Training Provider (Suggested) | Pax Recruitment Strategy                       | Program Dates            | Participants Number |    |       | Duration of Training | Status    | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|---|-------------------------|--------------------------------------|-------------------------------|--|--------------------------|---------------------|----|-------|----------------------|-----------|----------------|------------|---|
|   |                         |                                      |                               |  |                          | M                   | F  | total |                      |           |                |            |   |
| Principles of Public Relations and Media Department Activities            | Baku, Azerbaijan        | USAID SO 2.1 Livia Mimica (Firuza)   | Competitive                   | Press Departments of Local Executive Committee | TBD                      | 10                  | 10 | 20    | 1 mon                | Potential | \$134,000      | \$0        | \$134,000   |
| Equal Time for All  | UK, Turkey or other TCT | USAID SO 2.1 Ulvi Ismayil (Firuza)   | Competitive                   | Journalists and Producers of Public TV         | TBD                      | 2                   | 1  | 3     | 1 week               | Potential | \$42,500       | \$0        | \$42,500  |
| Working with Donors from Outside of Your Country                          | TCT                     | USAID SO 2.1 Ulvi Ismayil (Firuza)   | Competitive                   | NGOs, CBOs                                     | TBD                      | 5                   | 5  | 10    | 1 week               | Potential | \$73,000       | \$0        | \$73,000  |
| Elections of Board and Chairperson in Progressive NGOs/PVOs               | TCT                     | USAID SO 2.1 Ulvi Ismayil (Firuza)   | Competitive                   | NGOs, CBOs                                     | TBD                      | 5                   | 5  | 10    | 1 week               | Potential | \$73,000       | \$0        | \$73,000  |
| Women's Participation in Law Making Process, Lobbying etc.                | USA, Turkey or Bosnia   | USAID SO 2.1 Livia Mimica (Firuza)   | Competitive                   | Elected Women MPs                              | TBD                      | 0                   | 12 | 12    | 5 days               | Potential | \$94,000       | \$0        | \$94,000  |
| Study Tour for Government Officials                                       | USA                     | USAID SO 2.1 Livia Mimica (Firuza)   | Competitive                   | USAID Nominations                              | TBD                      | 6                   | 6  | 12    | 5 days               | Potential | \$88,500       | \$0        | \$88,500  |
| Study Tour to Georgian Parliament   | Tbilisi, Georgia        | USAID SO 2.1 Aynur Yusifova (Firuza) | Competitive                   | USAID Nomination                               | June 2006                | 0                   | 0  | 0     | 1 week               | Cancelled | \$0            | \$0        | \$0   |
| US Study Tour on Complaint Mechanisms for Effectively Fighting Corruption | New York City, NY, USA  | ABA CEELI (Firuza)                   | ABA CEELI Azerbaijan          | ABA CEELI Nominations                          | May 22 - 26, 2006        | 0                   | 0  | 0     | 1 week               | Cancelled | \$0            | \$0        | \$0   |
| Traineeship at the European Court on Human Rights                         | Strasbourg, France      | USAID SO 2.1 Aynur Yusifova (Firuza) | Council of Europe             | Competitive                                    | April 19 - July 12, 2006 | 0                   | 0  | 0     | 3 mon                | Cancelled | \$0            | \$0        | \$0   |

|  |             |            |             |                    |                  |                    |
|--|-------------|------------|-------------|--------------------|------------------|--------------------|
| <b>SO 2.1 FY '05 Carry Over Subtotals</b>  | <b>1531</b> | <b>267</b> | <b>1798</b> | <b>\$514,039</b>   | <b>\$377,095</b> | <b>\$451,773</b>   |
| <b>SO 2.1 New Program FY '06 Subtotals</b> | <b>145</b>  | <b>117</b> | <b>262</b>  | <b>\$1,679,600</b> | <b>\$203,342</b> | <b>\$1,662,842</b> |
| <b>SO 2.1 SUBTOTALS</b>                    | <b>1676</b> | <b>384</b> | <b>2060</b> | <b>\$2,193,639</b> | <b>\$580,437</b> | <b>\$2,114,615</b> |

172

| Course Title | Training Location | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates | Participants Number |   |       | Duration of Training | Status | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--------------|-------------------|--------------------------|-------------------------------|--------------------------|---------------|---------------------|---|-------|----------------------|--------|----------------|------------|---|
|              |                   |                          |                               |                          |               | M                   | F | total |                      |        |                |            |   |

Strategic Objective 3.2: Increased Use of Quality Health Care Services and Practices

**CARRY OVER FROM FY '05 Plan:**

|   |     |                      |     |  |             |          |          |           |     |           |                 |            |                 |
|---|-----|----------------------|-----|--|-------------|----------|----------|-----------|-----|-----------|-----------------|------------|-----------------|
| Health Care Financing and Reforms for Primary Health Care | UST | SO 3.2 Team (Telman) | TBD |  | Summer 2006 | 5        | 5        | 10        | TBD | Potential | \$90,000        | \$0        | \$90,000        |
| <b>SO 3.2 FY '05 CARRYOVER Subtotals</b>                  |     |                      |     |  |             | <b>5</b> | <b>5</b> | <b>10</b> |     |           | <b>\$90,000</b> | <b>\$0</b> | <b>\$90,000</b> |

**NEW PROGRAMS**

|  |                          |  |   |   |                          |     |     |     |           |           |          |          |          |
|--|--------------------------|--|---|---|--------------------------|-----|-----|-----|-----------|-----------|----------|----------|----------|
| 117th WHO Executive Board Session  | Geneva, Switzerland      | USAID Valerie Ibaan (Gudrat)             | World Health Organization (WHO)   | Ministry of Health Nomination                         | January 21-28, 2006      | 1   | 0   | 1   | 7 days    | Completed | \$4,600  | \$4,600  | \$4,600  |
| National NGOs Capacity Building  | Baku, Azerbaijan         | IMC (Turgut)                             | "Umid" Humanitarian & Social Support Center (HSSC)  | IMC Nominations                                       | April 25 - 27, 2006      | 10  | 17  | 27  | 3 days    | Completed | \$10,000 | \$11,144 | \$11,144 |
|  |                          |  |   |   | May 2 - 4, 10 - 12, 2006 | 0   | 0   | 0   | 1.5 month |           |          |          |          |
| Study Tour for the Health Sector Decision Maker Group  | Ankara, Turkey           | EngenderHealth (Turgut)                  | EngenderHealth through facilitation by Dr. Levent Cagatay, Senior                           | Clinicians, educators and policy makers               | April 17 - 21, 2006      | 3   | 7   | 10  | 5 days    | Completed | \$34,500 | \$31,300 | \$31,300 |
| Flagship Course on Health System Development for Countries of Central Asia, Caucasus and Moldova                           | Bishkek, Kyrgyz Republic | IMC (Turgut)                             | Center for Health System Development  | Nominations by IMC                                    | May 22 - June 2, 2006    | 4   | 4   | 8   | 10 days   | Completed | \$19,740 | \$19,740 | \$19,740 |
| Regional Workshop on Monitoring and Evaluation of Tuberculosis Programs  | Kiev, Ukraine            | USAID SO 3.2 Ruziyya Ramazanova (Firuza) | MEASURE Evaluation  | Nominations by Global Fund to Fight AIDS, TB, Malaria | May 23 - 26, 2006        | 1   | 0   | 1   | 4 days    | Completed | \$1,500  | \$1,500  | \$1,500  |
| Leadership in Strategic Health Communication: Making a Difference in Infectious Diseases, HIV/AIDS and Reproductive Health | Baltimore, MD, USA       | USAID SO 3.2 Melinda Pavin (Firuza)      | The Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (CCP) | Ministry of Health Nomination                         | June 5 - 23, 2006        | 0   | 1   | 1   | 21 days   | Completed | \$11,930 | \$11,930 | \$11,930 |
| Healthy Lifestyle Workshop   | Baku, Azerbaijan         | IMC (Telman/)                            | The Johns Hopkins Bloomberg School of   | Nominations by PHC Strengthening                      | June 26 - July 6, 2006   | 13  | 12  | 25  | 2 weeks   | Active    | \$47,000 | \$59,805 | \$59,805 |
| Assessment of the Pharmaceutical Regulatory Department   | Baku, Azerbaijan         | IMC (Telman)                             | Competitive   | IMC Nominations                                       | Summer 2006              | 0   | 0   | 0   | 1 mon     | Potential | \$20,000 | \$0      | \$20,000 |
| Assessment of  | Azerbaijan               | USAID                                    | TBD   | TBD   | Winter 2006              | TBD | TBD | TBD | 2 weeks   | Potential | \$20,000 | \$0      | \$20,000 |

| Course Title   | Training Location | USAID Partner (START/PO)            | Training Provider (Suggested)                  | Pax Recruitment Strategy | Program Dates      | Participants Number |     |       | Duration of Training | Status    | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--|-------------------|-------------------------------------|--|--------------------------|--------------------|---------------------|-----|-------|----------------------|-----------|----------------|------------|---|
|  |                   |                                     |  |                          |                    | M                   | F   | total |                      |           |                |            |   |
| Health Events  | Azerbaijan        | USAID SO 3.2 Melinda Pavin (Telman) | MOH & USIAD Health Partners                    | TBD                      | TBD                | TBD                 | TBD | TBD   | 1 day                | Potential | \$10,000       | \$0        | \$10,000  |
| Training of Trainer (TOT) on Integrated Management of Childhood Illnesses (IMCI) | Baku              | IMC (Telman)                        | World Health Organization's Certified Trainers | Pediatricians            | Summer 2006        | 10                  | 10  | 20    | 11 days              | Postponed | \$88,000       | \$0        | \$88,000  |
|  | Baku              |                                     |  |                          |                    | 3                   | 3   | 6     | 5 days               |           |                |            |   |
|  | District          |                                     |  |                          |                    | 13                  | 13  | 26    | 11 days              |           |                |            |   |
| TOT on Adult Learning Methods for Continuing Education Instructors and           | Azerbaijan        | USAID SO 3.2 Melinda Pavin          | TBD  | TBD                      | Summer 2006        | TBD                 | TBD | TBD   | TBD                  | Potential | \$10,000       | \$0        | \$10,000  |
| American Public Health Association Annual Meeting                                | Boston, MA, USA   | USAID SO 3.2 Melinda Pavin          | TBD  | TBD                      | November 4-8, 2006 | TBD                 | TBD | TBD   | TBD                  | Potential | \$10,000       | \$0        | \$10,000  |
| Workshop/Training on Health Policy Development                                   | Baku, Azerbaijan  | USAID SO 3.2 Melinda Pavin (Telman) | TBD  | TBD                      | TBD                | TBD                 | TBD | TBD   | TBD                  | Potential | \$10,000       | \$0        | \$10,000  |
| Avian Influenza Prevention Workshop  | Azerbaijan        | USAID SO 3.2 Melinda Pavin (Telman) | TBD  | TBD                      | TBD                | 10                  | 10  | 20    | 5-10 days            | Potential | \$10,000       | \$0        | \$10,000  |
| Health Administration/Management Course  | Azerbaijan        | USAID SO 3.2 Melinda Pavin (Telman) | TBD  | TBD                      | TBD                | TBD                 | TBD | TBD   | TBD                  | Potential | \$10,000       | \$0        | \$10,000  |
| Support of Health Activities with Ministry of Health (MOH)                       | ICT               | SO 3.2 Team (Telman)                | TBD  |                          | TBD                | TBD                 | TBD | TBD   | TBD                  | Potential | \$20,000       | \$0        | \$20,000  |
| School of Public Health Strengthening  | Baku, Azerbaijan  | SO 3.2 Team (Telman)                | Tulane School of Public Health or competitive  |                          | TBD                | 50                  | 50  | 100   | TBD                  | Potential | \$127,000      | \$0        | \$127,000   |

174

| Course Title  | Training Location   | USAID Partner (START/PO)                 | Training Provider (Suggested)   | Pax Recruitment Strategy                    | Program Dates                 | Participants Number |            |            | Duration of Training | Status    | Planned Amount   | TIP Amount       | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|---|---------------------|--|---|---|-------------------------------|---------------------|------------|------------|----------------------|-----------|------------------|------------------|---|
|   |                     |  |   |   |                               | M                   | F          | total      |                      |           |                  |                  |   |
| International Meeting on Contraceptive Security   | TCT or TBD          | SO 3.2 Team (Telman)                     | TBD   |   | TBD                           | 3                   | 2          | 5          | TBD                  | Potential | \$22,100         | \$0              | \$22,100  |
| International Meeting on Tuberculosis   | TCT or TBD          | SO 3.2 Team (Telman)                     | TBD   |   | TBD                           | 3                   | 2          | 5          | 5 days               | Potential | \$22,100         | \$0              | \$22,100  |
| International Meeting on HIV/AIDS   | TCT or TBD          | SO 3.2 Team (Telman)                     | TBD   |   | TBD                           | 3                   | 2          | 5          | 5 days               | Potential | \$22,100         | \$0              | \$22,100  |
| Workshop on National Health Accounts for Commonwealth of Independent States Including Sub-Analysis of HIV/AIDS Programs | Tbilisi, Georgia    | SO 3.2 Team (Telman)                     | USAID, The Partners for Health Reformplus (PHRplus) & Other Partners                  | USAID Nominations                           | TBD                           | TBD                 | TBD        | TBD        | 3 days               | Postponed | \$15,000         | \$0              | \$15,000  |
| Global Health Council's Annual Meeting  | Washington, DC, USA | SO 3.2 Team (Telman)                     | Global Health Council   | Nominations by USAID Partners               | May 30 - June 3, 2006         | 0                   | 0          | 0          | 5 days               | Cancelled | \$0              | \$0              | \$0   |
| Assessment for HIV/AIDS Global Fund   | Baku, Azerbaijan    | Melinda Pavin/ USAID Azerbaijan (Gudrat) | Non-Compete to Social and Scientific Systems (SSS), namely it's expert Mr. Roger Drew | Nominations by USAID and Ministry of Health | January 30 - February 8, 2006 | 0                   | 0          | 0          | 9 days               | Cancelled | \$0              | \$0              | \$0   |
| Workshop on Global Fund Country Coordinating Mechanisms (CCM)   | Moscow, Russia      | SO 3.2 Team (Firuza)                     | Global Fund   |   | December 5-7, 2005            | 0                   | 0          | 0          | 3 days               | Cancelled | \$0              | \$0              | \$0   |
| <b>SO 3.2 FY '05 Carry Over Subtotals</b>   |                     |  |   |   |                               | <b>5</b>            | <b>5</b>   | <b>10</b>  |                      |           | <b>\$90,000</b>  | <b>\$0</b>       | <b>\$90,000</b>   |
| <b>SO 3.2 New Program FY '06 Subtotals</b>  |                     |  |   |   |                               | <b>127</b>          | <b>133</b> | <b>260</b> |                      |           | <b>\$545,570</b> | <b>\$140,019</b> | <b>\$556,319</b>  |
| <b>SO 3.2 SUBTOTALS</b>   |                     |  |   |   |                               | <b>132</b>          | <b>138</b> | <b>270</b> |                      |           | <b>\$635,570</b> | <b>\$140,019</b> | <b>\$646,319</b>  |

Strategic Objective 4.2: Cross-cutting Programs

CARRY OVER FROM FY '05 Plan:

|  |                               |                |                     |             |                                 |   |   |   |        |        |  |          |          |
|--|-------------------------------|----------------|---------------------|-------------|---------------------------------|---|---|---|--------|--------|--|----------|----------|
| UST 2004 Master of Business Administration - Mr. Agshin Mirza-zada | Pittsburgh, Pennsylvania, USA | USAID (Samira) | Duquesne University | Competitive | August 5, 2004- August 31, 2006 | 1 | 0 | 1 | 1 year | Active |  | \$89,260 | \$89,260 |
|--|-------------------------------|----------------|---------------------|-------------|---------------------------------|---|---|---|--------|--------|--|----------|----------|

| Course Title  | Training Location         | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates                  | Participants Number |   |       | Duration of Training | Status    | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|---|---------------------------|--------------------------|-------------------------------|--------------------------|--------------------------------|---------------------|---|-------|----------------------|-----------|----------------|------------|---|
|   |                           |                          |                               |                          |                                | M                   | F | total |                      |           |                |            |   |
| UST 2004 Master of Business Administration - Ms. Nigar Chaybasarskaya | Carbondale, Illinois, USA | USAID (Samira)           | Southern Illinois University  | Competitive              | August 9, 2004 - May 27, 2006  | 0                   | 1 | 1     | 22 mon               | Completed |                | \$61,784   | \$61,784  |
| UST 2004 Master of Business Administration - Mr. Tural Yusifov        | Atlanta, Georgia, USA     | USAID (Samira)           | Georgia State University      | Competitive              | August 12, 2004 - May 23, 2006 | 1                   | 0 | 1     | 22 mon               | Completed | \$199,232      | \$103,841  | \$103,841   |

176

| Course Title   | Training Location           | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates                         | Participants Number |    |         | Duration of Training | Status    | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--|-----------------------------|--------------------------|-------------------------------|--------------------------|---------------------------------------|---------------------|----|---------|----------------------|-----------|----------------|------------|---|
|  |                             |                          |                               |                          |                                       | M                   | F  | total   |                      |           |                |            |   |
| UST 2004 Master of Business Administration - Mr. Gurbanali Alakbarov       | Glendale, Arizona, USA      | USAID (Samira)           | Thunderbird                   | Competitive              | August 25, 2004 - May 10, 2006        | 1                   | 0  | 1       | 20 and half mon      | Completed |                | \$87,925   | \$87,925  |
| UST 2004 Master of Business Administration - Mr. Ramin Muradli             | Chicago, Illinois, USA      | USAID (Samira)           | University of Illinois        | Competitive              | December 16, 2004 - December 31, 2006 | 1                   | 0  | 1       | 24 mon               | Active    |                | \$129,630  | \$129,630   |
| UST 2004 Master of Public Health - Mr. Shirin Kazimov                      | New Orleans, Louisiana, USA | USAID (Samira)           | Tulane University             | Competitive              | August 17, 2004 - May 27, 2006        | 1                   | 0  | 1       | 16 mon               | Completed | \$393,944      | \$91,283   | \$91,283  |
| UST 2004 Master of Public Health - Ms. Naila Aliyeva                       | Columbus, Ohio, USA         | USAID (Samira)           | Ohio State University         | Competitive              | September 12, 2004 - June 22, 2006    | 0                   | 1  | 1       | 21 mon               | Completed |                | \$105,162  | \$105,162   |
| UST 2004 Master of Science in Non-Profit Management - Ms. Samira Karimova  | New York, NY, USA           | USAID (Samira)           | New School University         | Competitive              | August 26, 2004 - June 11, 2006       | 0                   | 1  | 1       | 22 mon               | Completed | \$199,232      | \$121,669  | \$121,669   |
| UST 2004 Master of Science in Agricultural Economics - Mr. Ismayil Rafiyev | Fayetteville, Arkansas, USA | USAID (Samira)           | University of Arkansas        | Competitive              | August 8, 2004 - August 6, 2006       | 1                   | 0  | 1       | 24 mon               | Active    | \$393,944      | \$81,408   | \$81,408  |
| UST 2004 Master of Urban Planning - Mr. Babak Mammadov                     | New York, NY, USA           | USAID (Samira)           | New School University         | Competitive              | August 26, 2004 - June 24, 2006       | 1                   | 0  | 1       | 22 mon               | Completed | \$199,232      | \$128,119  | \$128,119   |
| Educational Testing Study Tour and Assessment                              | Princeton, New Jersey, USA  | US Embassy (Samir)       | ETS Global Institute          | US Embassy Nominations   | February 6-17, 2006                   | 6                   | 4  | 10      | 2 weeks              | Completed | \$160,000      | \$153,917  | \$153,917   |
|  | June 5 - 17, 2006           |                          |                               |                          | 11                                    | 5                   | 16 | 2 weeks | Completed            | \$83,176  |                | \$83,176   |   |
|  | July 2006                   |                          |                               |                          | 11                                    | 5                   | 16 | 1 week  | Active               |           |                |            |   |
| UST 2006 Masters in Business Administration - Ms. Dilara Aliyeva           | Tucson, Arizona, USA        | USAID (Samira)           | University of Arizona         | Competitive              | August 31, 2006 - August 31, 2008     | 0                   | 1  | 1       | 24 mon               | Cancelled |                | \$0        |   |
| UST 2006 Masters in Public Health - Mr. Fuad Ibrahimov                     | Atlanta, Georgia, USA       | USAID (Samira)           | Emory University              | Competitive              | August 17, 2006 - August 31, 2008     | 1                   | 0  | 1       | 24 mon               | Planned   |                | \$0        |   |

177

| Course Title   | Training Location       | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates                     | Participants Number |   |       | Duration of Training | Status  | Planned Amount | TIP Amount | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|--|-------------------------|--------------------------|-------------------------------|--------------------------|-----------------------------------|---------------------|---|-------|----------------------|---------|----------------|------------|---|
|  |                         |                          |                               |                          |                                   | M                   | F | total |                      |         |                |            |   |
| UST 2006 Masters in Public Administration - Mr. Rufat Mahmud | Syracuse, New York, USA | USAID (Samira)           | Syracuse University           | Competitive              | July 10, 2006 - December 31, 2007 | 1                   | 0 | 1     | 18 mon               | Planned | \$200,000      | \$0        | \$200,000   |

178

| Course Title  | Training Location     | USAID Partner (START/PO) | Training Provider (Suggested) | Pax Recruitment Strategy | Program Dates                    | Participants Number |           |           | Duration of Training | Status  | Planned Amount     | TIP Amount         | Committed Amount (either actual, TIP or planned whichever is most accurate) |
|---|-----------------------|--------------------------|-------------------------------|--------------------------|----------------------------------|---------------------|-----------|-----------|----------------------|---------|--------------------|--------------------|---|
|   |                       |                          |                               |                          |                                  | M                   | F         | total     |                      |         |                    |                    |   |
| UST 2006 Masters in Public Administration - Mr. Tamerlan Taghiyev | Atlanta, Georgia, USA | USAID (Samira)           | Georgia State University      | Competitive              | August 9, 2006 - August 31, 2008 | 1                   | 0         | 1         | 24 mon               | Planned |                    | \$0                |   |
| <b>SO 4.2 FY'05 Carry Over Subtotals</b>                          |                       |                          |                               |                          |                                  | <b>38</b>           | <b>18</b> | <b>56</b> |                      |         | <b>\$1,745,584</b> | <b>\$1,237,174</b> | <b>\$1,437,174</b>  |

**NEW PROGRAMS**

|  |  |  |  |  |  |              |            |             |  |  |                    |                    |                    |
|--|--|--|--|--|--|--------------|------------|-------------|--|--|--------------------|--------------------|--------------------|
|  |  |  |  |  |  | 0            | 0          | 0           |  |  | \$0                | \$0                | \$0                |
| <b>SO 4.2 FY'05 Carry Over Subtotals</b>   |  |  |  |  |  | <b>38</b>    | <b>18</b>  | <b>56</b>   |  |  | <b>\$1,745,584</b> | <b>\$1,237,174</b> | <b>\$1,437,174</b> |
| <b>SO 4.2 New Program FY '06 Subtotals</b> |  |  |  |  |  | <b>0</b>     | <b>0</b>   | <b>0</b>    |  |  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| <b>SO 4.2 SUBTOTALS</b>                    |  |  |  |  |  | <b>38</b>    | <b>18</b>  | <b>56</b>   |  |  | <b>\$1,745,584</b> | <b>\$1,237,174</b> | <b>\$1,437,174</b> |
| <b>TOTAL CARRYOVER '05</b>                 |  |  |  |  |  | <b>2,077</b> | <b>388</b> | <b>2465</b> |  |  | <b>\$2,673,723</b> | <b>\$1,872,565</b> | <b>\$2,251,857</b> |
| <b>TOTAL NEW PROGRAM '06</b>               |  |  |  |  |  | <b>647</b>   | <b>567</b> | <b>1214</b> |  |  | <b>\$3,186,378</b> | <b>\$730,860</b>   | <b>\$3,075,940</b> |
| <b>GRAND TOTAL FY '06 Training Plan</b>    |  |  |  |  |  | <b>2724</b>  | <b>955</b> | <b>3679</b> |  |  | <b>\$5,860,101</b> | <b>\$2,603,426</b> | <b>\$5,327,797</b> |



| Name of the Program  | Date                                     |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
|--|--|---|---|---|---|---|---|---|---|----|--|----|----|----|----|----|----|----|----|----|-----------------|----|----|----|----|----|----|----|----|----|----|
|  | JULY                                     |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
|  | 1  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11   | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21              | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
| PhD in Agriculture Economics   | Pullman, WA, USA                         |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| Diploma in International Financial Reporting                         | Baku, Azerbaijan                         |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| Econometrics and Macroeconometric Modeling with Eviews               |  |   |   |   |   |   |   |   |   |    | Brussels, Belgium  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| Bank Inspection and Audit  |  |   |   |   |   |   |   |   |   |    | Washington, DC, Austin & Houston, TX, Concord & Laconia, NH, USA |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| English Language Training  | Baku, Azerbaijan                         |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| Improving Compensation System in NBA                                 | Baku, Azerbaijan                         |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| Introduction to Integrated Water Resource Management Training (IWRM) |  |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    | Chakvi, Georgia |    |    |    |    |    |    |    |    |    |    |
| Internship Training on Mediation and Arbitration                     | Paris, France                            |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| Healthy Lifestyle Workshop   | Baku                                     |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| 2004 - 2006 MBA - Mr. Agshin Mirza-zade                              | Duquesne University, Pittsburgh, PA, USA |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| 2004 - 2006 MBA - Mr. Ramin Muradli                                  | University of Illinois, Chicago, IL, USA |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| 2004 - 2006 MS in Ag'l Economics- I.Rafiyev                          | University of Arkansas, USA              |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |
| 2006 - 2007 MPA - Mr. Rufat Mahmud                                   | Syracuse University, Syracuse, NY, USA   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |    |    |                 |    |    |    |    |    |    |    |    |    |    |

- This color identifies SO 1.3
- This color identifies SO 2.1
- This color identifies SO 3.2
- This color identifies SO 4.2

USAID START Participant Training Program  
Summary Report on Trained Participants for CY 2002 - 2006

ATTACHMENT 3

2002 - 2006 PARTICIPANTS TRAINED

| Strategic Objective (SO)      | Location     | ICT   |       |      |      |      | TCT  |      |      |      |      | UST  |      |      |      |      | Subtotal by SO |       |      |      |      | Total by SO |
|-------------------------------|--------------|-------|-------|------|------|------|------|------|------|------|------|------|------|------|------|------|----------------|-------|------|------|------|-------------|
|                               |              | Year  | 2002  | 2003 | 2004 | 2005 | 2006 | 2002 | 2003 | 2004 | 2005 | 2006 | 2002 | 2003 | 2004 | 2005 | 2006           | 2002  | 2003 | 2004 | 2005 |             |
| 1.3<br>Economic Growth        | # programs   | 2     | 3     | 2    | 7    | 3    | 4    | 6    | 6    | 4    | 9    | 0    | 3    | 6    | 5    | 2    | 6              | 12    | 14   | 16   | 14   | 62          |
|                               | # pax        | 28    | 429   | 147  | 325  | 344  | 12   | 34   | 20   | 23   | 27   | 0    | 5    | 21   | 31   | 5    | 40             | 468   | 188  | 379  | 376  | 1451        |
|                               | male         | 18    | 351   | 70   | 249  | 312  | 9    | 28   | 17   | 21   | 24   |      | 3    | 14   | 26   | 4    | 27             | 382   | 101  | 296  | 340  | 1146        |
|                               | female       | 10    | 78    | 77   | 76   | 32   | 3    | 6    | 3    | 2    | 3    |      | 2    | 7    | 5    | 1    | 13             | 86    | 87   | 83   | 36   | 305         |
| 2.1<br>Democracy & Governance | # programs   | 3     | 4     | 8    | 10   | 1    | 2    | 1    | 3    | 4    |      | 1    | 1    | 3    | 1    | 5    | 6              | 6     | 14   | 15   | 6    | 47          |
|                               | # pax        | 592   | 10733 | 2326 | 2023 | 24   | 7    | 2    | 23   | 16   | 0    | 12   | 9    | 23   | 5    | 50   | 611            | 10744 | 2372 | 2044 | 74   | 15845       |
|                               | male         | 426   | 8654  | 1763 | 1821 | 20   | 6    | 2    | 12   | 8    |      | 8    | 5    | 19   | 2    | 38   | 440            | 8661  | 1794 | 1831 | 58   | 12784       |
|                               | female       | 166   | 2079  | 563  | 202  | 4    | 1    | 0    | 11   | 8    |      | 4    | 4    | 4    | 3    | 12   | 171            | 2083  | 578  | 213  | 16   | 3061        |
| 3.2<br>Health Care            | # programs   | 1     | 9     | 5    | 5    | 1    | 0    | 1    | 3    |      | 4    | 0    | 0    | 0    | 1    | 1    | 1              | 10    | 8    | 6    | 6    | 31          |
|                               | # pax        | 250   | 178   | 98   | 153  | 27   | 0    | 1    | 10   | 0    | 20   | 0    | 0    | 0    | 2    | 1    | 250            | 179   | 108  | 155  | 48   | 740         |
|                               | male         | 125   | 131   | 82   | 78   | 10   |      | 1    | 6    |      | 9    |      |      | 0    | 1    | 0    | 125            | 132   | 88   | 79   | 19   | 443         |
|                               | female       | 125   | 47    | 16   | 75   | 17   |      | 0    | 4    |      | 11   |      |      | 0    | 1    | 1    | 125            | 47    | 20   | 76   | 29   | 297         |
| 4.2<br>Cross Cutting          | # programs   | 0     | 0     | 0    |      | 1    | 0    | 0    | 0    | 4    |      | 0    | 0    | 0    | 0    | 1    | 0              | 8     | 10   | 4    | 5    | 27          |
|                               | # pax        | 0     | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 12   | 0    | 0    | 0    | 0    | 0    | 10   | 0              | 8     | 10   | 12   | 13   | 43          |
|                               | male         |       |       |      |      | 0    |      |      |      | 5    |      |      |      | 0    | 0    | 6    |                | 3     | 7    | 5    | 9    | 24          |
|                               | female       |       |       |      |      | 0    |      |      |      | 7    |      |      |      | 0    | 0    | 4    |                | 5     | 3    | 7    | 4    | 19          |
|                               | Master's pr. | 0     | 0     | 0    | 0    |      | 0    | 0    | 0    | 0    | 0    | 0    | 8    | 10   | 0    | 3    |                |       |      |      |      |             |
|                               | Master's pax | 0     | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 8    | 10   | 0    | 3    |                |       |      |      |      |             |
|                               | male         |       |       |      |      |      |      |      |      |      |      |      | 3    | 7    |      | 3    |                |       |      |      |      |             |
|                               | female       |       |       |      |      |      |      |      |      |      |      |      | 5    | 3    |      | 0    |                |       |      |      |      |             |
| Subtotal by location          | programs     | 6     | 16    | 15   | 22   | 6    | 6    | 8    | 12   | 12   | 13   | 1    | 12   | 19   | 7    | 12   |                |       |      |      |      |             |
|                               | pax          | 870   | 11340 | 2571 | 2501 | 395  | 19   | 37   | 53   | 51   | 47   | 12   | 22   | 54   | 38   | 69   |                |       |      |      |      |             |
|                               | male         | 569   | 9136  | 1915 | 2148 | 342  | 15   | 31   | 35   | 34   | 33   | 8    | 11   | 40   | 29   | 51   |                |       |      |      |      |             |
|                               | female       | 301   | 2204  | 656  | 353  | 53   | 4    | 6    | 18   | 17   | 14   | 4    | 11   | 14   | 9    | 18   |                |       |      |      |      |             |
| Total by location             | programs     | 65    |       |      |      |      | 51   |      |      |      |      | 51   |      |      |      |      |                |       |      |      |      |             |
|                               | pax          | 17677 |       |      |      |      | 207  |      |      |      |      | 195  |      |      |      |      |                |       |      |      |      |             |
|                               | male         | 14116 |       |      |      |      | 148  |      |      |      |      | 139  |      |      |      |      |                |       |      |      |      |             |
|                               | female       | 3567  |       |      |      |      | 59   |      |      |      |      | 56   |      |      |      |      |                |       |      |      |      |             |

|                             |          | 2002 | 2003  | 2004 | 2005 | 2006 |       |
|-----------------------------|----------|------|-------|------|------|------|-------|
| Total by year & GRAND TOTAL | programs | 13   | 36    | 46   | 41   | 31   | 167   |
|                             | pax      | 901  | 11399 | 2678 | 2590 | 511  | 18079 |
|                             | male     | 592  | 9178  | 1990 | 2211 | 426  | 14397 |
|                             | female   | 309  | 2221  | 688  | 379  | 85   | 3682  |

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

**FEE-FOR-SERVICE ACTIVITY**

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

Period: February 2002 – June 30, 2006

| USAID SO | Training Event Title  | Program Venue      | Start Date | End Date  | Participant Number |        |       | Status    | Additional Notes        |
|----------|-----------------------|--------------------|------------|-----------|--------------------|--------|-------|-----------|-------------------------|
|          |                       |                    |            |           | Male               | Female | Total |           |                         |
| 3.1      | UST IMC 2006/02       | Baltimore, MD, USA | 30-Jun-06  | 30-Jul-06 | 1                  | 0      | 1     | Active    |                         |
| 3.1      | UST IMC 2006/01       | Baltimore, MD, USA | 19-Jun-06  | 30-Jun-06 | 5                  | 0      | 5     | Completed |                         |
| 3.1      | UST AIHA 2005/05      | Livermore, USA     | 7-Jan-06   | 14-Jan-06 | 0                  | 2      | 2     | Completed |                         |
| 1.3      | TCT USEA 2005/01      | Bucharest, Romania | 26-Oct-05  | 28-Oct-05 | 1                  | 0      | 1     | Completed |                         |
| 3.1      | UST AIHA 2005/04      | Livermore, USA     | 24-Sep-05  | 1-Oct-05  | 0                  | 1      | 1     | Completed |                         |
| 3.1      | UST AIHA 2005/03      | Livermore, USA     | 24-Sep-05  | 1-Oct-05  | 1                  | 3      | 4     | Completed |                         |
| 2.1      | UST ABA/CEELI 2004/01 | Seattle, USA       | 6-Sep-05   | 19-Sep-05 | 0                  | 1      | 1     | Completed |                         |
| 3.1      | UST AIHA 2005/02      | Livermore, USA     | 20-May-05  | 28-May-05 | 0                  | 5      | 5     | Completed |                         |
| 3.1      | UST AIHA 2005/01      | Livermore, USA     | 29-Jan-05  | 7-Feb-05  | 1                  | 5      | 6     | Completed |                         |
| 3.1      | UST AIHA 2004 / 07    | Portland, USA      | 12-Oct-04  | 18-Oct-04 | 0                  | 1      | 1     | Completed |                         |
| 3.1      | UST AIHA 2004 / 06    | Richmond, USA      | 15-Sep-04  | 26-Sep-04 | 0                  | 3      | 3     | Completed |                         |
| 3.1      | UST AIHA 2004 / 05    | Houston, USA       | 13-Sep-04  | 30-Sep-04 | 1                  | 3      | 4     | Completed |                         |
| 3.1      | UST AIHA 2004 / 04    | Livermore, USA     | 5-Sep-04   | 13-Sep-04 | 4                  | 0      | 4     | Completed |                         |
| 3.1      | UST AIHA 2004 / 03    | Livermore, USA     | 31-Aug-04  | 13-Sep-04 | 1                  | 0      | 1     | Completed |                         |
| 3.1      | UST AIHA 2004 / 02    | Portland, USA      | 28-Apr-04  | 8-May-04  | 1                  | 2      | 3     | Completed |                         |
| 3.1      | UST AIHA 2004/01      | Richmond, USA      | 29-Apr-04  | 9-May-04  | 0                  | 2      | 2     | Completed | 1 participant cancelled |
| 2.1      | UST ABA/CEELI 2004/01 | Washington, USA    | 26-Mar-04  | 5-Apr-04  | 3                  | 2      | 5     | Completed | 1 participant cancelled |
| 3.1      | UST AIHA 2003 / 08    | Portland, USA      | 6-Sep-03   | 15-Sep-03 | 0                  | 2      | 2     | Completed | 1 participant cancelled |
| 3.1      | UST AIHA 2003 / 07    | Richmond, USA      | 6-Sep-03   | 14-Sep-03 | 1                  | 2      | 3     | Completed | 1 participant cancelled |
| 3.1      | UST AIHA 2003 / 06    | Houston, USA       | 28-Jul-03  | 6-Aug-03  | 0                  | 1      | 1     | Completed |                         |
| 3.1      | UST AIHA 2003 / 05    | Houston, USA       | 28-Jul-03  | 5-Aug-03  | 2                  | 0      | 2     | Completed | 1 participant cancelled |
| 3.1      | UST AIHA 2003 / 04    | Houston, USA       | 27-Jul-03  | 1-Aug-03  | 1                  | 0      | 1     | Completed |                         |

| USAID SO     | Training Event Title | Program Venue             | Start Date | End Date  | Participant Number |           |            | Status    | Additional Notes        |
|--------------|----------------------|---------------------------|------------|-----------|--------------------|-----------|------------|-----------|-------------------------|
|              |                      |                           |            |           | Male               | Female    | Total      |           |                         |
| 3.1          | UST AIHA 2003 / 03   | Richmond, USA             | 23-Jun-03  | 1-Jul-03  | 0                  | 3         | 3          | Completed |                         |
| 1.5          | TCT ERRA 2003 / 01   | Budapest, Hungary         | 6-May-03   | 9-May-03  | 3                  | 0         | 3          | Completed |                         |
| 2.1          | UST ABA 2003 / 02    | Washington, USA           | 30-Mar-03  | 5-Apr-03  | 3                  | 2         | 5          | Completed | 1 participant cancelled |
| 2.1          | UST ABA 2003 / 01    | Washington, USA           | 30-Mar-03  | 5-Apr-03  | 1                  | 0         | 1          | Cancelled |                         |
| 3.1          | UST AIHA 2003 / 02   | Portland, USA             | 14-Feb-03  | 23-Feb-03 | 0                  | 2         | 2          | Completed |                         |
| 3.1          | UST AIHA 2003 / 01   | Richmond, USA             | 14-Feb-03  | 21-Feb-03 | 1                  | 2         | 3          | Completed |                         |
| 2.1          | UST USEA 2002 / 01   | Chicago, Washington, USA  | 9-Sep-02   | 14-Sep-02 | 3                  | 0         | 3          | Completed |                         |
| 3.1          | UST AIHA 2002 / 11   | Richmond, USA             | 2-Nov-02   | 11-Nov-02 | 2                  | 1         | 3          | Completed |                         |
| 3.1          | UST AIHA 2002 / 10   | Richmond, USA             | 22-Aug-02  | 1-Sep-02  | 0                  | 3         | 3          | Completed |                         |
| 3.1          | UST AIHA 2002 / 09   | Portland, USA             | 14-Aug-02  | 23-Aug-02 | 0                  | 4         | 4          | Completed |                         |
| 3.1          | UST AIHA 2002 / 08   | Washington, USA           | 28-Jul-02  | 2-Aug-02  | 0                  | 2         | 2          | Completed |                         |
| 3.1          | UST AIHA 2002 / 07   | Washington, USA           | 28-Jul-02  | 2-Aug-02  | 1                  | 1         | 2          | Completed |                         |
| 3.1          | UST AIHA 2002 / 06   | Houston, USA              | 18-Jul-02  | 27-Jul-02 | 3                  | 1         | 4          | Completed |                         |
| 3.1          | UST AIHA 2002 / 05   | Washington & Houston, USA | 18-Jul-02  | 2-Aug-02  | 0                  | 1         | 1          | Completed |                         |
| 3.1          | UST AIHA 2002 / 04   | Washington, USA           | 28-Jul-02  | 7-Aug-02  | 2                  | 1         | 3          | Completed |                         |
| 3.1          | UST AIHA 2002 / 03   | Washington, USA           | 28-Jul-02  | 2-Aug-02  | 1                  | 3         | 4          | Completed |                         |
| 3.1          | UST AIHA 2002 / 02   | Richmond, USA             | 3-Jun-02   | 12-Jun-02 | 4                  | 0         | 4          | Completed |                         |
| 3.1          | UST AIHA 2002 / 01   | Portland, USA             | 14-May-02  | 25-May-02 | 0                  | 4         | 4          | Completed |                         |
| 2.1          | UST ABA 2002 / 01    | Washington, USA           | 10-Mar-02  | 17-Mar-02 | 7                  | 0         | 7          | Completed |                         |
| <b>TOTAL</b> |                      |                           |            |           | <b>48</b>          | <b>65</b> | <b>113</b> |           |                         |

Caucasus Georgia



**Strategic Technical Assistance for Results with Training**

**START/Caucasus  
GEORGIA FIELD OFFICE**

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**SEMI-Annual Report  
For the period January 1 to June 30, 2006**

**START/CAUCASUS - GEORGIA**

**Task Order Number: OUT-EEE-I-800-01-00016-00  
Task Order Period: January 15, 2002 to August 26, 2007**

**Submitted to USAID/Caucasus  
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**July 31, 2006**

## TABLE OF CONTENTS

|       |   |    |
|-------|---|----|
| I.    | INTRODUCTORY STATEMENT  | 3  |
| II.   | SEMI-ANNUAL OVERVIEW ON START/CAUCASUS – GEORGIA PROGRAMS   | 4  |
| III.  | SEMI-ANNUAL UPDATE ON RESIDUAL 2004 PROGRAMS IMPLEMENTED IN 2006  | 4  |
| IV.   | SEMI-ANNUAL UPDATE ON RESIDUAL 2005 PROGRAM IMPLEMENTED IN 2006   | 5  |
| V.    | SEMI-ANNUAL UPDATE ON ACTIVE 2006 PROGRAMS  | 9  |
| VI.   | SEMI-ANNUAL UPDATE ON FOLLOW-ON FINANCING ACTIVITY  | 11 |
| VII.  | SEMI-ANNUAL UPDATE ON FEE-FOR-SERVICE ACTIVITY  | 12 |
| VIII. | SEMI-ANNUAL ADMINISTRATIVE OVERVIEW   | 12 |
| IX.   | UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS  | 13 |
| X.    | SEMI-ANNUAL REVIEW OF PROGRESS AGAINST PERFORMANCE MONITORING PLAN  | 14 |
| XI.   | SEMI-ANNUAL REVIEW OF LOCAL TRAINING PROVIDER STRENGTHENING   | 15 |
| XII.  | SEMI-ANNUAL REVIEW OF PROGRESS ON GENDER DEVELOPMENT  | 15 |
| XIII. | SEMI-ANNUAL REVIEW OF UTILIZATION OF MINORITY SERVING INSTITUTIONS AND HISTORICALLY BLACK COLLEGES AND UNIVERSITIES | 16 |

## LIST OF ATTACHMENTS

- ATTACHMENT I: TRAINET GENERATED SEMI-ANNUAL UPDATE OF START/CAUCASUS – GEORGIA PROGRAMS
- ATTACHMENT II: MATRIX OF FEE-FOR-SERVICE ACTIVITY
- ATTACHMENT III: QUARTERLY FINANCIAL REPORT
- ATTACHMENT IV: STATUS OF TRAINET PARTNERS
- ATTACHMENT V: PERFORMANCE MONITORING PLAN (PMP)
- ATTCHMENT VI: MONTHLY REPORT FOR JULY 2006

## I. INTRODUCTORY 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 the period from January 15, 2002 to August 26, 2007, 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. SEMI-ANNUAL OVERVIEW OF START/CAUCASUS – GEORGIA PROGRAMS

The matrix of training programs is included at Attachment I: *TraiNet Generated Update of USAID/Caucasus Programs*. The matrix is created on a quarterly basis, based on information submitted and contained in the TraiNet database. The matrix includes the required information per the START task order as follows:

- Aggregated data with number of participants;
- Name of program;
- Gender of participants;
- Type of venue/location;
- Current program status.

### Statistical Overview

#### *Summary Table*

|                               | SO#  | Number of<br><i>Programs</i> | Number of Participants |               |              |
|-------------------------------|------|------------------------------|------------------------|---------------|--------------|
|                               |      |                              | <i>Male</i>            | <i>Female</i> | <i>Total</i> |
| <b>In-country Programs</b>    | 1.31 | 0                            | -                      | -             | -            |
|                               | 1.5  | 0                            | -                      | -             | -            |
|                               | 2.31 | 1                            | 100                    | 100           | 200          |
|                               | 3.4  | 0                            | -                      | -             | -            |
| <b>Third Country Programs</b> | 1.31 | 2                            | 5                      | 3             | 8            |
|                               | 1.5  | 0                            | -                      | -             | -            |
|                               | 2.31 | 0                            | -                      | -             | -            |
|                               | 3.4  | 1                            | 0                      | 2             | 2            |
| <b>US-based Programs</b>      | 1.31 | 2                            | -                      | 1             | 1            |
|                               | 1.5  | 0                            | -                      | -             | -            |
|                               | 2.31 | 2                            | 10                     | 3             | 13           |
|                               | 3.4  | 1                            | 0                      | 3             | 3            |
| <b>Total:</b>                 |      | <b>9</b>                     | <b>115</b>             | <b>112</b>    | <b>227</b>   |

## III. UPDATE ON RESIDUAL 2004 PROGRAM IMPLEMENTED IN 2006

### **STRATEGIC OBJECTIVE 2.31: More Effective, Responsive and Accountable Local Governance**

The goal of the *Domestic Violence* training program was to contribute to the creation of viable and effective domestic violence legislation. Component I of the program was implemented by the Minnesota Advocates for Human Rights (MAHR) in Minnesota from January 24 to February 5, 2005. The program included all of those topics that were identified both by the training provider and the participants as priority issues for Georgia in 2005.

In addition to on-site training and expert consultants provided by MAHR, participants observed domestic violence related court proceedings in Hennepin County District Court and a hearing at the Minnesota Supreme Court. They also visited two local battered women's shelters, *Casa de Esperanza* and *Women's Advocates*. They visited the Hennepin County Domestic Abuse Service Center, a government office that assists applicants with Orders for Protection, a remedy since included in the draft Georgia law. They visited the Juvenile Justice Center and observed a hearing in the child protection system which involved domestic violence. Participants met with prosecutors at the Ramsey County Attorney's Office and the Hennepin County Attorney's office who handle cases of

domestic violence. Some members of the group also participated in the St. Paul Police Department "ride-along" program. The police "ride-along" experience provided participants with first-hand observation of police procedures in St. Paul.

#### **SUCCESS STORY**

As a direct result of the Anti-DV program, upon return to Georgia, the participants completed the draft law on Domestic Violence making numerous amendments to important chapters, such as shelter, police involvement and the rights of adolescents. The law of Georgia on Domestic Violence was adopted by the Parliament in June, 2006.

Component II of the program started in March 2006 and is to be completed at the end of July. It includes the publication of a domestic violence manual and a series of ten in-country trainings held in Tbilisi and the regions, conducted by the program participants, based on the information, knowledge and experience gained during the US based program.

The manual was published in April, shortly before the first training event was held in Gori. The in-country trainings cover such topics as causes and forms of domestic violence, definition of domestic violence-related terms and concepts, the importance of providing protection and assistance to the domestic violence victims, characteristics of law enforcement over the domestic violence cases, etc. The program also includes video materials brought back from Minnesota. There will be a total of 200 people, representing 3 target groups: media, judges and prosecutors, trained as a result of component II of the program.

#### **IV. UPDATE ON RESIDUAL 2005 PROGRAMS IMPLEMENTED IN 2006**

##### **STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs**

The goal of the *Food Safety Capacity Building: Risk Assessment* training program was to increase the national food safety risk assessment capacities of Georgia by strengthening the link between the Government food safety institutions and academia as well as integrating Georgia into international intellectual exchange and coordination structures. The program consisted of an in-country and two third-country components (in The Czech Republic and Lithuania). The IC and first TC training sessions were implemented by the Czech organization KNO Cesko in cooperation with Centrum Dohody in December 2005.

The second third-country component took place from January 23 to January 27, 2006 in Vilnius, Lithuania and was implemented by the Food and Veterinary Service of Lithuania. The participants were provided with unique insights into the work of National Veterinary Laboratory, the Lithuanian Veterinary Academy and Food safety science, the Lithuanian Veterinary Institute, and the Lithuanian Institute of Immunology, among other target institutions. During the training session the participants were given a comprehensive picture of the food safety system in Lithuania and received important information regarding the organizational structure of official control within governmental bodies, which may serve as models for the development of a modern approach in Georgia. Lithuanian specialists shared their experiences about the reorganization of different control institutions and establishment of the State Food and Veterinary Service and they openly discussed the mistakes which were made in the process of reorganization. The Georgian representatives noted that the information presented on the special situation and conditions of transition countries, and steps towards accession to the European Union to be the most relevant and beneficial, as this knowledge would help them to define the ways of developing the proper food safety system in Georgia.

Upon completion of the program, the participants articulated the following in their action plans:

1. To create an independent food safety control body in Georgia;
2. To organize training sessions for farmers and food processors on food safety issues in order to establish proper internal control and traceability systems in plants and enterprises;
3. To elaborate and promote a national food safety strategy according to EU regulations;
4. To improve operation of testing and reference laboratories through providing the information on modern technologies and methods as well as staff trainings;
5. To launch regulations and norms recommended by European Union on sanitary and hygiene procedures;
6. To raise public awareness on food safety through publishing and distributing the informational leaflets and brochures in order to protect consumers health;
7. To set up quality management systems in food processing plants;
8. To support and encourage cooperation between various private enterprises, control bodies and governmental officials through improving the information communication system;
9. To organize the training sessions for colleagues about GHP, HACCP, risk analysis, etc in order to improve their skills and knowledge.

#### **SUCCESS STORY**

Six months after the completion of the *Food Safety Capacity Building: Risk Assessment* program, the participants reported the following positive change in the food safety system in Georgia, referring to the Food Safety programs as one of the major contributors:

The first unified Food, Veterinary and Plant Protection National Agency under the Ministry of Agriculture of Georgia has been formed based on EU requirements. The Agency incorporates the following divisions: Veterinary Supervisory Department, Food Safety and Quality Supervisory Department, Plant Protection Department and Risk Management Division. One of the major responsibilities of the Agency is to create the legislative framework for the successful and efficient operation of its divisions as well as implementation of all EU recommendations.

#### **STRATEGIC OBJECTIVE: 3.4 Increased Use of Social and Health Services and Changed Behavior**

The goal of the *Mammography Examinational and Screening* program was to establish mammography examination and mammography screening practices in the Imereti region that will directly contribute to improved early detection practices for breast cancer. The two Georgian participants, Ms. Lali Gvetadze, Physician-radiologist and Ms. Tamta Kvimsadze, Nurse-technician, from the Kutaisi Women's Wellness Center, attended the program offered by JSI Ukraine. The training took place at the Cancer Research Center of Academy of Science of Ukraine, in Kiev from February 14 to March 5, 2006.

During the training, the participants were exposed to the clinical experiences and methodologies in mammography examination and screening in Ukraine, a country widely viewed as a post-Soviet model for best practices in the detection and treatment of breast cancer. The participants had an opportunity to gather first hand information and accounts from their Ukrainian colleagues regarding patient positioning and compression, labeling of mammograms, post mastectomy imaging, mammography unit identification, selecting the appropriate film, processing chemicals, control charts, establishment operating levels and control limits, mammography QC checklists, test frequencies, film viewing conditions, summary report forms; data recording and analysis.

191

The participants were also introduced to best practice in public education activities aiming at increasing public awareness and utilization of mammography services. The following are some highlights from the participants' action plans:

- Increase public awareness regarding breast cancer by providing lectures, and seminars to women communities;
- Develop information booklets on measures of breast cancer prevention;
- Introduce the new methods of mammography examination and screening in the clinics of West Georgia.

After completion of the program the participants conducted the series of seminars for their colleagues in West Georgia introducing them to these new methodologies of mammography examination and screening.

The goal of **Learning Disabilities Association of America (LDA) 43<sup>rd</sup> Annual International Conference** was to promote the professional development of Georgian specialists to further strengthening inclusive education across the country. The conference was held in Jacksonville, Florida, from February 26 to March 2, 2006.

The conference provided participants with in-depth information on effective teaching techniques and strategies. It exposed them to critical policy issues and the best international practice in the field of LD. Upon completion of the program the participants developed a joint action plan. The goal of their future activities outlined in the plan is to raise the awareness among educational professionals and society in general on the obstacles in providing equal education opportunities for children with special needs. The following are the details of the participants' action plan:

- Translate and publish information materials on learning disabilities;
- Organize discussions on issues of "learning disabilities" with participation of schoolteachers, psychologists and individuals working in disability field;
- Organize a round-table meeting with representatives of GOG and NGO sector for discussion of policy related issues;
- Conduct seminars for teachers of mainstream schools: on "Learning Disabilities-Special Needs"
- Distribution of information on new methods and technologies used in the education of children with learning disabilities.

Based on their action plans the participants elaborated a joint project which envisions conducting a study on awareness of educational professionals on learning disability issues. This is very important initiative as the survey will help to identify the depth of the problem in mainstream schools. The project aims to hold the series of seminars on LD issues for school teachers, and the general public. The project has already been approved by the Mission. Its implementation will start in July and end in October, 2006.

The goal of the on-going **AUBG Academic Program** is to further prepare young Georgian men and women to become progressive, forward thinking and socially conscious leaders, and in doing so, to contribute to the creation of a cadre of internationally-trained and high quality professionals. To that end, the USAID mission requested the START program to fund scholarships for three undergraduate students at the American University in Bulgaria (AUBG). In doing so, it is anticipated that the students will not only better understand and develop the skills and knowledge necessary to become future leaders of Georgia, but that they will also have the unique opportunity

of studying with other international students with a broad array of similar experiences that stem from growing up in a "transitional" society.

After the successful completion of the first year START sponsored a second year for the students' studies at AUBG. This year, the students chose their major subjects of study. Two have selected Business Administration - Financial Management and one has chosen Business Administration - Operations Management.

The cumulative GPAs for the students at the end of the 2005/6 school year are as follows:

|                     |                       |
|---------------------|-----------------------|
| Ana Mamatelashvili  | Cumulative GPA : 3.81 |
| Papuna Lezava       | Cumulative GPA: 3.01  |
| Alexandre Metreveli | Cumulative GPA : 2.99 |

Upon completion of each academic year, the students were required to return to Georgia for participation in the summer internship program. For the summer of 2006, the following organizations were selected by them and approved by the START program: PA Consulting, Deloitte & Touche, and Canargo. The summer internships will be completed during the months of July/August and the students will return to Sofia on the 31<sup>st</sup> of August to commence the 2006/7 school year.

#### **STRATEGIC OBJECTIVE 2.31: More Effective, Responsive and Accountable Local Governance**

The goal of the *Democratic Institutions US Study Tour* was to contribute to the development of democratic leadership in the region, with an emphasis upon minority rights and an understanding of democratic processes in conflict resolution. The group of twelve Georgian and twelve Abkhaz youth from various public and non-governmental institutions were hosted by the American University in Washington DC. The program was conducted from February 12 to 25, 2006.

This program was designed to educate participants about the American Democratic system and provide an opportunity for the participants to discuss good governance through a conflict resolution lens. Through classes, discussions, and activities participants were encouraged to forge relationships and confront issues that were perceived to be divisive. The goals of the program were:

- To strengthen knowledge of democratic leadership
- To promote communication, cross-cultural understanding and cooperation.

The AU Peacebuilding & Development Institute (PDI) accomplished the first goal with six 2 to 3 hour classes taught by American University faculty and outside experts over the course of the two weeks. The classes were designed to enhance the participants' knowledge of the American style of democratic governance and the American experience. Through a wide variety of group activities in the afternoons as well as some day-long and evening activities, PDI encouraged group interaction. A weekend-long conflict resolution seminar was a central part of accomplishing the goal of fostering cross-cultural understanding and paving the way for greater cooperation between the two groups.

Since returning home, the participants have made many strides in continuing the work begun during the Study Tour. Examples of this are as follows:

- The *Abkhazian Meridian*, an Abkhazian newspaper, is writing an article on the program and has interviewed participants in both Abkhazia and Georgia.
- A participant from the organization *The Women's Voice – Peacebuilders* has written an article that will be distributed in both Georgia and Abkhazia. She also plans to organize discussions

on the topic of "Youth Role in Peacebuilding and Development" and with the help of other participants to organize a Youth Civil Forum. The participants have begun to organize this discussion of what young people can do in order to change public opinion and to strengthen the Peace Culture in both societies.

- Participants continue to write emails and letters to each other, sending pictures and warm wishes and sentiments of memories and continued friendship.
- The Georgian group and the Abkhaz group have planned some social gatherings where they have the opportunity to meet participants from their own group and talk about the program in DC. These discussions will lead to better advice for PDI who are planning on follow up work with the participants.
- In Abkhazia the group held a conference with other university students about their program in the US and the new found relationships with the Georgians. One of the key challenges they encountered was how hard it was to make young people understand that their trip was a peace-building activity and it was not directed towards only making friends and becoming brothers with the Georgian. "Reconciliation of two nations - that's the point... There is still unfortunately this stereotype of enemy existing. And there are reasons for that. I know this is sad. But we all did really well. The presentation was perfect. Everybody incl. teachers were deeply satisfied with the results we brought from the trip."

The START program and the USAID DG office are currently in the process of designing two additional activities for joint Georgian and Abkhaz participants. The first program envisions sending 32 participants (including four return and four "advanced" participants to serve as mentors and trainers) to the AU Peace-Building and Development Summer Institute for a repeat of the first program. The second program will send up to 20 media and civil society representatives to Washington for a study tour on the Role of Civil Society and the Media in a Democratic State.

Discussions have also begun with the mission and Georgian and Abkhaz stakeholders regarding a program for ex-combatants, tentatively planned for the fall of 2006.

## V. UPDATE ON ACTIVE 2006 PROGRAMS

### **STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs**

The goal of the *Leaders in Development: Managing Political and Economic Change* course was to increase the capacity of the Government of Georgia to further promote their reform efforts and respond successfully to the political, economical and social changes taking place in the country and worldwide. In an effort to contribute to the capabilities of the Georgian government to develop sound policies that promote free trade and increasingly transparent and democratic processes, the USAID mission requested the START program to fund the participation of Ms. Natia Turnava, First Deputy Minister of the Ministry of Economic Development in the program. The off the shelf course was organized by the Harvard Kennedy School of Government at the University of Harvard and took place from June 12 to June 23, 2006.

During the program, Ms. Turnava was given an opportunity to develop her leadership skills through a course that was specifically designed to meet the needs of senior leaders of states "in transition" toward democracy. In addition to the interactive curriculum offered by Harvard, the participant had the opportunity to meet with other political leaders, senior-level policy makers and managers, executives of political and public interest organizations, and leaders of non-governmental organizations from developing, newly industrialized, and transitional countries to discuss case-specific examples that highlight the difficult decision-making situations faced by leaders in their countries. She also had an opportunity to compare and contrast experiences with her counterparts,

share findings and analyses related to the concrete problems of reform as well as develop skills in the problem definition, priority setting, conflict resolution, negotiation, and risk assessment areas.

**STRATEGIC OBJECTIVE 2.31: More Effective, Responsive and Accountable Local Governance**

The goal of the *US Government Accountability Office (GAO) 2006 International Fellowship* program is to increase the skills and knowledge base of the Chamber of Control of Georgia in the areas of governmental performance auditing and accounting standards. The program will provide a comprehensive elucidation of topics that will serve to increase the capacity of participants and participant organizations to identify and adopt international auditing and accounting standards. It will help to identify strategic approaches to support the dissemination of newly acquired skills and knowledge within the participants' supreme auditing institution; and increase the capacity of participants to serve as experts and advocate within their home governments to improve current standards in the areas of auditing and accounting by aligning them with international standards. Mr. Bakur Mgeliasvili, Head of International Relations Department of CCG was selected by the CCG and approved by USAID to participate in the program. The training consists of two phases: the Phase I fellowship (May 1 to August 17, 2006) is currently in progress in Washington. Phase II (field work) will be held at a GAO field office in the US. Mr. Mgeliasvili has already been competitively selected to attend phase II of the program. The internship will take place in Atlanta, Georgia.

*2006 Programs Under Development*

The goal of the *Survey of IT Workforce Demand in Georgia* is to support the development of a more competitive private sector, and more efficient public sector institutions in Georgia, by better understanding the human resource base for qualified IT and IT-reliant professionals in the country. In an attempt to gauge the demand of the private sector for IT human resource needs, the START program will commission a survey of 50 to 100 leading companies across a minimum of 8 to 10 industries in Georgia.

The survey will provide data on 1. *Demand*: the current level of demand of private firms and public institutions in Georgia for technically proficient IT staff and qualified/certified IT professionals, and 2. *Domestic Capacities*: the current capacities of public and private IT education facilities in Georgia to meet that demand. The survey will be designed and conducted by international service provider which will be contracted through a competitive procurement procedure by START. The survey is scheduled to be conducted tentatively in September 2006.

**STRATEGIC OBJECTIVE 2.31: More Effective, Responsive and Accountable Local Governance**

The goal of the *Media and Civil Society* study tour is to promote a better understanding among Georgian and Abkhaz journalists and civil society representatives of their role in a democratic state. The study aims to promote key democratic principles (transparency, accountability and public access to information) through an increasingly effective media and civil society in the region; to contribute to more effective civic participation and advocacy in the region as well as to improve cooperation between media and civil society organizations. The program also aims to contribute to the protection of democratic and human rights. The study tour is scheduled to take place in the US, in the late fall of 2006. A total of 20-24 Georgian and Abkhaz journalists and civil society representatives are expected to participate in the program. The program is under development.

**STRATEGIC OBJECTIVE: 3.4 Increased Use of Social and Health Services and Changed Behavior**

The goal of the *Development of Modern Vocational Education Training in Secondary Schools* program is to support the Ministry of Education and Science in developing a modern vocational education training system in Georgia. The VET program will be a multi-component in-country training intervention that will include the following:

1. Training of teachers of professional centers in modern teaching methodologies;
2. Training of teachers of the centers on basic curriculum design and coursework development;
3. Training of directors of the centers on basic management skills, teacher support and training, and the development of local support networks (fundraising and instructional support, apprenticeship placement, and job placement);
4. Provide recommendations on curriculum and coursework development and standards; and
5. Development of pilot courses to be offered in welding, automotive repair and electronics at the Apprenticeship Centers during the 2006/7 school year.

World Learning has identified a training provider for the VET program. The two USA institutions the Oklahoma State School Boards Association (OSSBA) and the Oklahoma Department of Career and Technology Education (ODCTE) will conduct a four week training course for 80 VET professionals from August 9 to August 30, 2006.

The goal of the *Technology-based Learning at Tbilisi State University* program is to support the integration of computer-based learning, research and information exchange at Tbilisi State University. The program will be conducted through the following four implementation stages: 1. Assessment of Organizational, Human and Technical Requirements for the Development of TSU Computer Centers; 2. Program Design; 3. Procurement of Technical Equipment; and 4. Technical Training.

The first component of the program will last for 5 weeks and will be implemented from August 1 to September 5, 2006 at TSU. The service provider for this part, BIT (Business Intelligence Technologies) has been identified and approved by the mission to conduct the program. The working team, beside the BIT experts, will consist of the representatives from TSU administration and World Learning.

## VI. UPDATE ON FOLLOW-ON FINANCING (FoF) ACTIVITY

The following follow-on funded projects were completed and/or launched during the reporting period:

1. *Adjustment of Schools BoT Training to the Local Environment* (Implementation dates: April 1 – July 1, 2006). The goal of the follow on project was to build the capacities of BoTs by facilitating focus group and locally-generated training workshop to select groups of school directors, teachers and parents.

Result/Success: Participants conducted qualitative surveys of target groups to understand stakeholders' expectations generally as well as specific issues to be addressed and incorporated into the BoT Training Manual. "Try-out" trainings were organized and recommendations prepared to be presented to the Ministry of Education.

2. *School - Our Shared Home*" (Starting date: May 15, 2006). The project is in progress. The goal of the follow on project is to promote the development of BoTs and support relationship-building between BoTs and the local community.

Result/Success: Seminars and training will be held for teachers, directors, staff and parents from 46 public schools, 2 orphanages and 1 private school in the Chaturia region. A School-Parent Handbook will also be printed and distributed to schools and communities.

3. *Communication Strategy for Energy Sector in Kvemo Kartli* (Starting date: May 15, 2006). The goal of the follow on activities is conduct a public awareness campaign in Kvemo Kartli region to address issues related to commercial energy through a public-private partnership (PPP) in energy sector.

Result/Success: During the course of the FoF activities several individual and group meetings are being held with stakeholders through the active involvement and participation of UEDC (United Energy Distribution Company) of Kvemo Kartli. The meetings/seminars are aimed at educating the local population about the benefits of public-private partnerships and possible effective ways of utilizing these kinds of partnerships in the energy sector. A newsletter/bulletin containing useful and first-hand information about developments in the energy sector of Kvemo Kartli region will be printed in two languages (Georgian and Russian).

## VII. UPDATE ON FEE-FOR-SERVICE ACTIVITY

In addition to implementation of the START Participant Training Program, World Learning is responsible to provide training services to USAID-funded implementers upon request. Training Fee for Services activities are provided within the framework of the USG ADS 253 and USAID Europe and Eurasia Participant Training regulations. These activities are most often associated with, but not limited to US-based training and include obtaining J-1 visa (including VCS entry and administration), facilitating medical reviews, arranging for HAC insurance, conducting English Language testing, etc. World Learning enters into an agreement with the USAID-funded implementers for specific training support services.

For the reporting period, World Learning negotiated and signed three (3) FFS agreements: one with American International Health Alliance (AIHA), one with the United States Telecommunications Training Institute (USTTI) and one with AgVantage. The USTTI program is in progress; the remaining are completed. (Please see **Attachment II - Matrix of Fee for Service Activity**). The total number of participants processed under Fee for Service Agreements during this period was 12, all of whom were male.

## VIII. SEMI-ANNUAL ADMINISTRATIVE OVERVIEW

### *Personnel/HR Management*

No staffing changes occurred during the reporting period.

### *Inventory*

Per the established procedure, the yearly physical verification of inventory was conducted in June. A few minor procurement actions were conducted during the reported period (mainly office furniture). Procured items were incorporated into the list. The updated inventory report was submitted to the World Learning Headquarters in Washington. A copy of the report is available upon request.

### *Finance*

Attached please find the Quarterly Financial Status Report for the reporting period. (*Attachment III*).

## **IX. UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS**

During the reporting period, World Learning installed the data base system TraiNet2 at one USAID partner organization – AgVantage. Attached please find a listing of all TraiNet Users and their current Status (Attachment IV). Following is a summation of the data submitted through the TraiNet system for January1 – June 30, 2006.

- In-country training events: 1 (START program);
- Third-country training events: 3 (all 3 were START programs);
- US-based training events: 8 ( 5 of which were START programs);
- Total number of participants: 241 (126 males and 115 females. 227 of whom were sponsored by START: 115 males and 112 females).

The TraiNet2 data collected during the reporting period is being submitted to USAID Washington concurrent with this report.

## **X. REVIEW OF PROGRESS AGAINST PERFORMANCE MONITORING PLAN**

Following is a discussion of the progress on the established indicators from the approved performance monitoring plan (PMP), which can be found, for reference purposes at *Attachment V*.

### **A. Training Needs Assessments and Performance Analyses**

Outcome of activity per the PMP: *Needs assessments and institutional analyses that contribute to improved performance and achievement of Mission Strategic Objectives. In addition, it is anticipated that key Mission partner organizations will be able to better define their human capacity needs.*

Discussion of progress to date: START was mandated by the Mission to utilize the Training Needs Assessment and Performance Analysis activity of the START/Caucasus Task Order twice during the reporting period.

The institutional assessment for Tbilisi State University will be conducted in August, 2006, in order to support the efforts of TSU in the development and investment in information technology. The survey will contribute to the modernization of TSU vis a vis computer-based learning, as well as prepare TSU for the development of future accreditation standards.

World Learning was requested by the Mission to conduct an assessment of IT workforce across the country in order to measure the demand of Georgian businesses and public institutions for qualified IT professionals as well as to assess the current capacities of Georgian businesses and institutions to meet that demand and to contribute to the design of the appropriate intervention(s) for the further development of IT education in Georgia.

### **B. Planning and Development of Training Events**

Outcome of activity per the PMP: *Training events are developed that are congruent with Strategic Objectives and meet the most critical skill building needs of participants and thus their workplaces.*

Discussion of progress to date: During the period, World Learning worked with the mission across all strategic objectives to finalize, and amend the Mission Training Plan where appropriate.

Numerous meetings and working sessions were held with the SO Teams and their partner organizations to review the goals and develop objectives and activities for the approved programs. All programs that were developed during this period were therefore directly linked with the mission strategic objectives.

### **C. Recruitment and Selection of Prospective Training Candidates**

Outcome of activity per the PMP: *Qualified participants representing key partner institutions and who commit themselves to workplace improvements are selected for training.*

Discussion of progress to date: In all training programs that were developed during the reporting period, World Learning worked with the SO teams and other stakeholders (primarily government counterparts) to develop thoughtful and strategic approaches and selection criteria to determine the most appropriate participant profile for each program, as both a function of appropriateness of organizations as well as the role of the candidate within the organizations or sector of society. In some cases, participants were nominated by USAID partners and the final list of participants was submitted to the mission for approval by both the respective SO and Program office. In other cases, the SO team nominated individuals based on their current position or ability to support the mission to achieve its strategic objectives. In all cases, this strategic approach to participant recruitment and selection was included in the Training Intervention Request Form (TIRF), and the list of names and positions for all participants was also included in the Training Implementation Plan (TIP) for approval by the mission.

### **D. Placement and Programming**

Outcome of activity per the PMP: *Training plans are implemented as approved and include new and relevant skills, which will be acquired by trainees in order that they may contribute to improved organizational performance.*

Discussion of progress to date: Throughout the period, World Learning worked with SO teams, TA implementing partners and other stakeholders to create or review and revise the goals, objectives and activities of individual training programs to ensure that new and relevant skills were included within the expected results of each training event. World Learning will continue to work with the mission to support the SO teams to identify potential training interventions that address the systematic changes that need to take place within an organization or sector of the society in order to support improved organizational performance.

### **E. Pre-departure Interventions**

Outcome of activity per the PMP: *Pre-departure requirements are satisfied and participants understand their commitment to creating, using and working toward the achievement of their action plans once they have returned to their workplace.*

Discussion of progress to date: During the period, World Learning conducted 4 pre-departure orientations for US based trainings and 3 pre-departure orientations for third-country events. In all cases the pre-departure orientation list developed by START and honed over the course of the past four years, was used as a basis for discussion and the training implementation plans were discussed in detail. Additionally, the pre-departure orientation sessions included a session on action planning at which point the participants were verbally guided through the action planning process, and given a document that included guidelines on action planning and a sample action plan format.

Though during the pre-departure orientation, all participants are briefed on, among other issues, the content and importance of action planning, World Learning has found that a more intensive level of

coordination must occur between WL program staff and selected training providers regarding the substance and message conveyed to participants during the action planning components must occur. The START program also continued to provide a detailed briefing on the importance of the J-visa and security issues related to non-returnees as a part of the pre-departure orientations for USTs.

#### **F. Administrative Management for Participants**

Outcome of activity per the PMP: *Administrative arrangements are satisfied and trainee commitment to utilization of training is reinforced during the training activity.*

Discussion of progress to date: During the course of the year, World Learning staff continued to make it a point to address the issue of participant motivation and participation, and to stress the importance of action planning. Training providers are required to include daily action planning sessions into their approved agenda, in addition to the broader end-of-event action planning session.

The methodologies used by the training providers is also seen as key to effecting increased participant motivation and participation, as is the structure, content and timing of the agenda. For this reason, World Learning has incorporated these factors into the selection criteria used to review training provider proposals. Further, once the training provider has been selected, World Learning staff work closely with them to clarify all issues regarding methodology and content that may affect the outcome of the event. This process has been adopted and refined considerably over the course of the past year.

#### **G. Post-training Follow-up**

Outcome of activity per the PMP: *Training is applied in participant workplaces and is effectively utilized as demonstrated by documented changes in the workplace environment and alumni from USAID participant training programs share experiences and provide positive reinforcement to one another.*

Discussion of progress to date: As is standard START procedure, follow-up debriefings were conducted for all UST and TCT programs implemented under the task order for the year 2006. Where possible, debriefing sessions were attended by representatives from USAID, World Learning and, where appropriate, by the relevant USAID TA implementing partners.

### **XI. REVIEW OF LOCAL TRAINING PROVIDER STRENGTHENING**

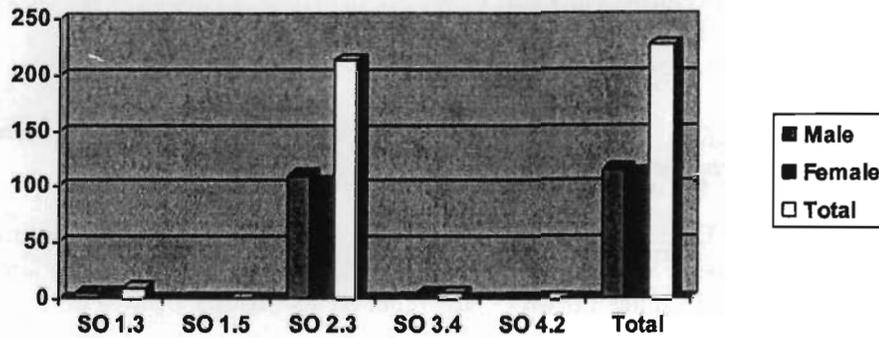
As a result of the mission's reprioritization of START program activities begun in late 2005, the partners' training program has been removed from the training plan pending the mission's review of the START portfolio vis a vis program priorities and funding levels for the remainder of the Task Order.

### **XII. SEMI-ANNUAL REVIEW OF PROGRESS ON GENDER DEVELOPMENT**

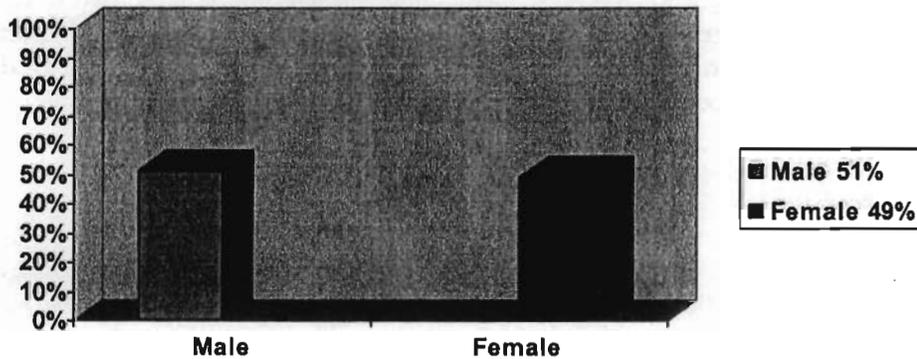
When participant lists are being developed for individual programs, World Learning is careful to ask the nominating officials to consider the nomination of women who match the target participant profile indicators. This is especially important in sectors where initial candidate lists more often than not yield only men. When asked to consider gender when developing participant lists, partners are usually able to include appropriate female candidates in the participant lists but not at the 50% target level. As is indicated in the following graphs, the START program was one percentage point below the target for the reporting period – a percentage point drop from the previous reporting period.

The following illustrates the gender mix of START programs for the first six months of 2006:

Gender Breakdown – Per SO



Gender Breakdown - Total



**XIII. SEMI-ANNUAL REVIEW OF UTILIZATION OF MINORITY SERVING INSTITUTIONS AND HISTORICALLY BLACK COLLEGES AND UNIVERSITIES**

No minority service institutions were employed for the reporting period due to the fact that all START, GE programs implemented in the US during the reporting period were off-the-shelf courses or conferences and meetings that did not mandate selection procedures for contracted providers.

201

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**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING  
USAID/CAIRO  
LEADERSHIP DEVELOPMENT PROGRAM FOR TELECOM EGYPT  
QUARTERLY REPORT  
JANUARY 1, 2006 – MARCH 31, 2006**

**Task Order No. 805  
Effective Dates: 1/1/03-8/26/2007  
Contract Total: \$5,771,444  
Obligated Amount: \$3,946,544**

This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Institute of International Education, from January 1, 2006 through March 31, 2006, under the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract (IQC) No. EEE-I-00-01-00016-00, Task Order No. 805.

This report is organized as follows: Summary, Activities, Concerns/Constraints, and Recommended Actions. **Summary** provides an overview of the entire Task Order. **Activities** describe the accomplishments during the reporting period toward fulfilling the major tasks and deliverables under the Task Order. **Concerns/Constraints** describe any issues and/or problems toward fulfilling the major tasks and deliverables under the Task Order. **Recommended Actions** describes proposed solutions to address any concerns and/or constraints toward fulfilling the major tasks and deliverables under the Task Order. The report contains the following attachments:

- Attachment A: Presentation of a Strategic Plan for Telecom Egypt
- Attachment B: Supervisors' Seminar – Strategic and Business Planning and Change Management  
Communicative English Proficiency Assessment (CEPA) Examination #3  
List of Attendees & Test Score Results
- Attachment C: Supervisors' Seminar – Process and Root Cause Analysis

## I. SUMMARY

### A. Background

The Leadership Development Program (LDP) supports Telecom Egypt in pursuing its mission to be a leader in providing communication services to customers according to international standards, to operate on a competitive basis, and to support the welfare of Egypt. The program provides support through a mix of technical assistance and training designed to strengthen the leadership and managerial capabilities of the Egyptian telecommunications sector.

World Learning and the Institute of International Education (IIE) were approved to offer the LDP-program under the Strategic Technical Assistance for Results with Training (START) IQC through the USAID Telecommunications Sector Support Task Order. Work on the Task Order commenced on January 1, 2003.

Both the American University in Cairo (AUC) and Rudis Group International (RGI) were approved by USAID to provide technical assistance to the program.

## **B. Expected Results**

The project addresses USAID/Egypt's Special Objective Number 18 - Access to Sustainable Utility Services in Selected Areas Increased. The Intermediate Results (IRs) designed to accomplish this Special Objective at Telecom Egypt is IR 18:2 - Commercialization of Utility Services Improved.

The program's activities focus on accomplishing the following within Telecom Egypt:

1. Improving operations through enhanced leadership and management skills;
2. Involving executives in identifying the behavioral dimensions and business skills that will be needed for success in the future, and adopting a procedure for senior-level management selection, development and succession planning;
3. Developing and nurturing a Telecom Egypt organizational culture that recognizes, promotes and rewards personal as well as professional development;
4. Upgrading capabilities of human resources and training staff to meet the future requirements of the telecommunications sector;
5. Establishing and preparing the Telecom Egypt Leadership Development Center to sustain the Leadership Development Program for continuous improvement of leadership and managerial performance.

## **II. ACTIVITIES**

Overview of LDP-I participants:

- Twenty-five Telecom Egypt employees participated in LDP-I. Two participants were removed from the program; one because of attendance issues and the other because of behavior and performance problems.
- Twenty-three LDP-I participants successfully graduated from the program in June 2004.
- Twelve LDP-I graduates were selected for and completed the Train-the-Trainer (TTT-I) program. Each serves as an observer/assistant instructor for LDP-II and III.

Overview of LDP-II participants:

- Twenty-seven Telecom Egypt employees were selected to participate in LDP-II. One participant withdrew from the program because of illness; twenty-six finished the program.
- Twenty-six LDP-II participants successfully graduated from the program in June 2005.

- Twelve LDP-II graduates were selected and completed the first of the two-part Train-the-Trainer (TTT-II) program. Each will serve as an observer/assistant instructor for LDP-III.

#### Overview of LDP-III participants:

Thirty interns participated in this year's U.S. based internship including one participant who joined the group approximately four days late due to delays experienced with the issuance of his visa. The group included three participants (one from LDP I and two from LDP II) who had not previously received their visa on time to join their colleagues.

All of the activities listed below were scheduled and completed this quarter:

#### A. Program Highlights

##### 1) January 1, 2006 – Meeting of LDP-I graduates with Telecom Egypt Chairman

The second and final closed meeting between the Chairman of Telecom Egypt and the LDP-I graduates occurred on January 1, 2006, in the Chairman's Conference room at the TE Headquarters in Ramsis. The meeting lasted for three and a half hours. The discussions mostly addressed the future of Telecom Egypt. Challenges, such as the new competition under the General Agreement on Tariffs and Trade (GATT) agreement, Telecom Egypt's interest in bidding on the potential introduction of a third mobile in Egypt, and the future of the graduates in the company and the use of their newly acquired skills upon their return to the workplace, were discussed.

##### 2) January 2-5, 2006 – In-Country Internship

The second in-country internship scheduled for LDP-III consisted of a four-day program that incorporated on-site visits and presentations made by various organizations. The participating organizations included Telecom Egypt Executives, Exceed, Vodafone, and the Stock Exchange.

The visits provided a beneficial learning experience for the LDP-III participants. Their exposure to colleagues within the same industry created an exciting dialogue and numerous opportunities for information exchange. The insights gained from each visit served as a practical means for reinforcing the concepts and techniques learned in the LDP.

Day-by-day account follows:

The first on-site visit was conducted on January 2, 2006 at the Telecom Egypt headquarters in Ramsis. The participants listened to four presentations; each delivered by a Telecom Egypt Vice Chairman:

- Eng. Mohamed Abdel Rahim, Vice Chairman for Operations and Maintenance, acquainted the group with the Operations and Maintenance sector and its responsibilities. He then

addressed the importance of effectively managing these responsibilities. He also introduced the participants to various improvement mechanisms the sector began implementing in order to provide a better service to the customer.

- Eng. Dawlat El Badawi, Vice Chairman for Projects Planning and Information, introduced the group to a variety of projects that will improve the landline communication network. She discussed the importance of leadership and management skills in project planning emphasizing organization skills and teamwork.
- Mr. Abdel Hamid Hamdy, Vice Chairman of Human Resources and Administration, spoke mainly about the sector's plan in initiating a modern performance appraisal system in the organization as well as a succession plan. He also discussed the organization's intention to begin implementing a "fast track" system for potential future leaders and performers.
- Mr. Ali Salama, Vice Chairman for Finance, acquainted the participants with the recent Initial Public Offering (IPO) of stocks that Telecom Egypt had completed in December. He informed the group of this decision's development and results. He also discussed with the group Telecom Egypt's potential interest in bidding on the third mobile as well as related concerns.

The second on-site visit was conducted on January 3, 2006 at one of Telecom Egypt's subsidiaries, Xceed, located in the Smart Village, Cairo. The host for the group was Mrs. Nevine Rashdy, Human Resources Director. The visit included presentations that focused on the company's mission, values and organizational structure, Human Resources policies and practices and Customer Service. The day ended with a tour of the Call Center.

The third on-site visit was on January 4, 2006 at the Vodafone Egypt headquarters at Six of October City, Cairo. The hosts were Mr. Mohamed El Kady, Senior Training and Development Manager and Ms. Nadia Khalifa, Training Coordinator. The visit consisted of a full day of presentations in the areas of Human Resources, Technology, Finance, Customer Service and Marketing. In addition, an excellent facility tour of the Network Operations Center, Customer Service Center and Switching Room was also provided.

The fourth and final visit was to the Cairo Stock Exchange facilities in Mohandsin, Cairo. The group observed from outside the trading room the various activities that take place. The host explained the trading process in its various stages. He also explained the process of establishing accounts to trade stocks and described the stages Telecom Egypt completed before their first trading day.

### **3) January 15 – February 2, 2006 -- Strategic and Business Planning and Change Management**

The final course for LDP-III, "**Strategic and Business Planning and Change Management**", was designed and delivered by the Rudis Group International. This course presented a high level overview of different factors involved with corporate strategic and business planning as well as the related requirements to manage such planning in the midst of constant and challenging forces of change, both internal and external to the corporation. The course enabled the participants to integrate this type of planning into their respective areas of responsibilities. One of the course

assignments consisted of developing a draft Strategic Plan for Telecom Egypt to present to top Executives on February 1. The group made the presentation as scheduled (see Attachment A for list of attendees). Once completed, the Executives commended the group for the outstanding efforts they exerted to produce such a remarkable Strategic Plan. Joseph Mezlo, Ms. Catherine Gilmore and Ms. Loida Noriega-Wilson from the Rudis Group delivered this course. As part of the Train-the-Trainer requirements, two LDP-I and two LDP-II graduates attended the course as observers/assistants and presented modules from the course.

#### **4) January 19, 2006 – Pre-departure orientation for U.S. Based Internship**

Mr. Joseph Ghanem (IIE) and Mr. Joe Mezlo (RGI) held the first annual pre-departure orientation with the LDP-III participants and outlined the schedule for the upcoming U.S. based internship. Mr. Mezlo shared detailed information about the companies and government agencies that the group would visit during activities in Pennsylvania, New Jersey and in the Washington, D.C. metro area. He also addressed the difficulties in finalizing the schedule before knowing how many of the approximate number of visas will be approved. Further, Mr. Mezlo described for the participants their responsibilities during assignments with host organizations such as MCI/Verizon, SECC, NPTC, and the Pennsylvania Public Utility Commission.

#### **5) January 30, 2006 -- Supervisor's Seminar**

The final supervisor's seminar for LDP-III was held for Telecom Egypt managers in the Leadership Development Center at the Marketing and International Call Center Building in New Maadi, Cairo. The seminar addressed concepts covered in the last course of LDP-III, Strategic/Business Planning and Change Management. Eng. Murad Barsoum (LDC) opened up the meeting with welcoming remarks for the attendees. Mr. Joseph Ghanem (IIE) followed by introducing the presenters. As part of the program, two LDP-III participants delivered presentations applying one of the concepts covered in the course using a Telecom Egypt business application. (See Attachment B for list of attendees.)

#### **6) February 2, 2006 – Pre-departure orientation (Continuation) for U.S. Based Internship**

Mr. Joseph Ghanem (IIE) held a continuation session of the annual pre-departure orientation with the LDP-III participants. The discussions addressed topics that included cultural awareness issues, hotel information, U.S. security and immigration issues, banking needs and participant responsibilities. Mr. Ghanem explained that assignments to various hosts had not been finalized because of the lack of visa information. As of February 1, the consular visa clearance website showed only 13 participants were cleared for visa approval. U.S. telecommunication companies that are interested in hosting participants require names and data pertinent to the interns. Mr. Ghanem explained that placements with hosts would have to be done at a later stage. Eng. Soheir Ghali, USAID Project Officer, and Eng. Somaya Zakaria, USAID Evaluation and Follow on Program Officer, attended this session.

#### **7) February 2006 – Test of English as a Foreign Language (TOEFL)**

Over 400 LDP IV candidates underwent the TOEFL examination, throughout the month of February. The purpose of this examination is to identify applicants who possess the English language skills that

meet the satisfactory requirements for enrollment into the LDP. The tests were administered at the Telecom Egypt Training Department in Nasr City. At the conclusion of the grading, 246 candidates achieved the acceptable TOEFL score established for the new group.

#### **8) February 12 - March 12, 2006 – U.S. Based Internship**

In total, 30 interns participated in this year's U.S. based internship including one participant who joined the group approximately four days late due to delays experienced with the issuance of his visa. The group included three participants (one from LDP I and two from LDP II) who had not previously received their visas on time to join their respective groups.

On March 13<sup>th</sup>, the LDP participants returned from their month-long U.S. based internship hosted by Rudis Group International in Exton, Pennsylvania. The internship provided the LDP participants with practical work experience with mainly U.S. telecommunication companies and site visits to federal and state telecommunication regulatory agencies. The internship consisted of twenty days of activities. Below is a summary of those activities:

- Orientation with IIE-D.C. representatives to complete Internal Revenue Service forms, review medical insurance coverage, review general safety rules and requirements, present an overview of the internship program, and receive per diem.
- Participation in a series of exercises conducted by Kathryn K. Clayton, Director of Garnet Holding, Inc., to provide a foundation for "Leadership in a Changing World". This activity intended to provide the interns with tactics for adapting their personal style for the new culture they would be experiencing in the next month and to the new company with which they will spend time.
- Visit to D&E Communications, in Ephrata, Pennsylvania. D&E is a provider of integrated communications services to residential and business customers. It was among the first to deploy a 100% digitally switched network. D&E's new CEO addressed LDP-III on the strategic direction for D&E as a niche provider and a full service provider within that niche. Additional presentations included listening to call center employees and how they handled calls and a tour of D&E's Network Operations Center (NOC). The entire executive level of D&E Communications joined the interns for lunch and stayed for their presentation on Egypt and Telecom Egypt.
- Visit to Air Products and Chemicals, Inc. in Allentown, Pa. Air Products is in the air reduction and specialty gases business with operations around the world. The presentation by their Vice President for Human Resources focused on the approaches used by Air Products to evaluate performance and to identify high potential individuals for succession planning purposes. One of the key elements of succession planning was leadership ability demonstrated by individuals in their normal responsibilities and special projects.
- Visit to Just Born in Bethlehem, Pennsylvania. Just Born is a very successful family-owned confectionery company. Presentations by Human Resources and Training focused on how those two functions work closely with executives to insure that all HR processes are

aligned with business needs. A presentation by the Branding Department described branding used across products. A customer service presentation focused on general customer service principles used to satisfy a wide array of customers.

- Visit to Verizon in Philadelphia, Pennsylvania for a tour and presentations by managers representing various functions. Verizon speakers covered several topics including practical people management through goal setting, call center excellence, the fiber project, and the long-term vision for being the “one stop shop” for phone, computer and television.
- Leadership Wilkes Barre in Wilkes Barre, Pennsylvania. Leadership Wilkes Barre is an organization devoted to developing leadership competencies to serve businesses and communities in Northeastern Pennsylvania. Each year, businesses nominate high potential individuals to attend leadership courses giving them the opportunity to participate in leadership experiences. The four members of the Board of Directors participated in describing the purpose of the program, how it operates, how individuals are selected, and what benefits are generated to individuals, companies, and the community. Later, a former Vice President of Human Relations for Commonwealth Telephone Co. conducted a presentation on human relations trends in the telecommunications industry.
- Visit to the Pennsylvania Public Utility Commission (PAPUC) in Harrisburg, Pennsylvania for a tour and presentations by commission staff. Presentations outlined the state regulatory body’s governmental function as an intrastate regulatory body as well as their interaction with Federal regulations. The briefings addressed the need for a governmental body to monitor rate setting, quality of service, and territorial boundaries of service providers. The presenters also defined the role of the Consumer Advocate and addressed regulations pertaining to land line vs. cellular communications and tariff issues. These presentations were followed by a briefing by the President of Pennsylvania Telephone Association (PTA) which is comprised of 38 telecom companies in Pennsylvania. The briefing provided an overview about the needs and benefits for an association of telecommunications companies.
- Visit to the Federal Communications Commission (FCC) in Washington, D.C. for a tour and presentations by commission staff. Presentations addressed topics that included FCC’s structure, US Television overview, Triennial overview (policy reviews), Voice Over Internet Protocol and broadband over Personal Computers.
- Presentation by P. Brendan Pelan, QuEST Co-Chair Oversight Work Group, at the offices of the Institute of International Education, in Washington, D.C. QuEST is a partnership of telecommunications service providers and suppliers and a leading force in the pursuit of global product and services quality and performance excellence. The presentation focused on how a telecom company, joining with others throughout the world, could ensure quality in both technology and service.
- Visit to IntelSat in Washington, DC, where the group listened to a presentation on satellite communications covering the history, costs to launch and maintain satellites, and insights on how the industry intends to broaden their product offerings, target markets, and market penetration. Following the presentations, the group received a tour of the facilities.

- Visit to BPL, Inc. (Broadband Over Power Lines) in Manassas, Virginia. The presentations addressed the technical explanation as to how electric power lines are used in the telecom business and the basics of the economics of such a move. The LDP group toured an installation in progress and had an opportunity to talk to the linemen who were installing the system.
- Visit to the Verizon Business (previously MCI) Global Network Operations Center (NOC) in Ashburn, Virginia for a tour and presentations by company staff. Presentations addressed the company's mission and vision as it relates to the marketing strategy of the corporation. Also discussed was the strategic placement for the Network Operations Center, vendor negotiation strategies, human resources issues and management practices affecting the Network Operations Center. The participants also had an opportunity to tour the work stations and observe the communication and information systems associated with the Network Operations Center;

The participants spent the next eight working days with their assigned hosts, as follows:

1. Two interns at UGI Utilities, in Reading, Pennsylvania; a natural gas and electric utility;
2. Two with Service Electric Cable Co. SECC, in Allentown, PA; provides television signals for home use, telecommunications services, telephone service, high speed internet services, and high speed data transmission;
3. Twelve with Verizon Business (including previously MCI) distributed as follows:
  - a. Six in Rye Brook, NY.;
  - b. Four in Piscataway, NJ.;
  - c. Two in Ashburn, VA.;
4. Four interns at NPTC (North Pittsburgh Telephone Co.) in Gibsonia, PA; offers traditional and advanced custom calling features, Caller ID, Voice Mail, Do Not Disturb, and a variety of other service options;
5. Two interns at the Pennsylvania Public Utility Commission in Harrisburg, PA;
6. Two interns at INFONXX in Allentown, PA; the world's premier provider of directory assistance and enhanced information services; and
7. Five interns at RC Taylor Consulting in West Chester, Pa.; a training and consulting firm that is focused on helping organizations develop their people and operating systems.

At various host locations, participants delivered presentations that covered topics about Telecom Egypt, the Leadership Development Program and the Egyptian culture.

210

The day before returning to Egypt, interns provided feedback and completed evaluations regarding the internship. The evaluations serve to help improve the design of the internship program for the next class of participants. IIE/RGI has prepared a summary report of the internship as well as the participants' feedback. A copy of this report was distributed to each of the interns, to USAID and to Telecom Egypt.

The internship program proved quite successful in reinforcing the management and leadership skills learned by the participants during the LDP curriculum. It also provided them with opportunities to observe and participate in team-based applications of modern management techniques.

#### **9) March 1, 2006 – Meeting of the Targeted Selection Panel Members.**

With the help of Mr. Abdel Hamid Hamdy, Telecom Egypt's Vice Chairman for Human Resources and Administration, IIE and the Leadership Development Center (LDC) called for a planning meeting to discuss the Targeted Selection interview process and address the pending requirements that will necessitate action before finalizing the selection of the LDP-IV participants. In attendance were the Targeted Selection committee members, LDC Director and Training Manager, USAID Project Officer and IIE staff (see attachment C for list of attendees). The meeting objectives were as follows:

- 1) Reacquaint members with the Targeted Selection procedures;
- 2) Review the status of the LDP-IV applicants and TOEFL examination schedule;
- 3) Review the selection criteria of candidates to be interviewed;
- 4) Establish a deadline for finalizing the Targeted Selection interview process.

Mr. Abdel Hamid Hamdy welcomed the panel members and reiterated the importance of the role they play in the selection of candidates with potential. He indicated that a proper identification process leads to a successful program. He also stated that the LDP is part of Telecom Egypt's Strategic plan. He reminded the panel members of the following interview procedures:

- Communication is one of the dimensions to be rated;
- Candidates to be asked questions in all the dimensions (unless of course they fail to show any potential in the first few dimensions, in which case the panel decides not to waste more time);
- Notes to be taken of the candidate response as a record that helps the panel members during the consensus deliberation;
- Panels are kindly urged to reach consensus, rather than averaging scores or going along with the score given by the panel chief;
- Candidates to be given fair rating that accurately reflects their responses/behavior;
- Panel members not to change their individual rating after consensus is reached;
- Panelists to score each dimension as soon as it is completed;
- Panelists to give candidates the opportunity to recall their personal or school experience, if they find it hard to draw from their work experience;
- Follow-up questions to be asked in order to help the candidate complete his response (complete a star);

- The interview guide to be followed thoroughly (not just ask the questions under the various dimensions);
- Candidates may indirectly address other dimensions while responding to a specific one; in this case, candidates to receive credit in the other dimensions;
- Panelists to refer to the key actions while evaluating and grading responses;
- Panelists to kindly review and familiarize themselves with the questions before starting the interviewing process;

The following comments and feedback were provided by attendees:

- Eng. Mohamed Abdel Rahim, Telecom Egypt Vice Chairman for Operations & Maintenance, strongly emphasized the need and importance to use the graduates' skills after they return to the workplace. Based on feedback he receives from the graduates' supervisors, he expressed his satisfaction with the performance of these graduates and encouraged their promotion whenever deserved and possible;
- The issue of the English language obstacle was raised and recommendations to help overcome this obstacle were advanced by various panelists. Mr. Abdel Hamid proposed to offer an English language program, in Cairo as well as in other regions, to help improve the language of candidates who have high leadership potential and who are highly recommended by the Sector Chiefs. Priority to be provided to mid-career managers with several years of experience; study courses to be offered outside of the working hours;
- Panelists raised the issue of similar questions being asked under various dimensions; The Leadership Development Center will be revising the questionnaire and will take this concern into consideration. One issue that will help differentiate between questions is the list of key actions under each dimension. The key actions are specific and provide clarification of which behavior (s) is expected from the candidate;
- The importance of following up the graduates' development was raised; all agree that this is a very important factor; some work sites, however, do not provide the opportunity for graduates to prove themselves because of the type of work that is conducted and the number of employees. It was recommended that, in such cases, graduates be moved to a different department that can benefit from the graduates' skills.
- A concern regarding the TOEFL test offered at the Telecom Egypt Training Center was raised: there are claims that the computerized test that is offered can be purchased at various stores. If that is correct, the level reached in the test will not reflect the proper level of the candidate. While this is a concern, the candidates selected to be interviewed have only to pass the TOEFL and not necessarily to obtain a high score. Once they pass the TOEFL, other criteria come to play (such as sectors, age, years of experience, regions, gender, etc...). Furthermore, once Targeted Selection is completed, identified candidates have to pass an English Placement test at the American University in Cairo;
- Some panelists requested that an annual Targeted Selection Refresher be conducted. While this was on IIE's agenda for this year, we were not able to implement it because of procedural difficulties. A TS Refresher is scheduled to be conducted during the fall of 2006, just before the round of interviews for the selection of the LDP-V.

#### 10) March 19—30, 2006; Train-the-Trainer Class II (Part 2).

As part of the LDP sustainability plan, Rudis Group International (RGI) conducted the second part of the second Train-the-Trainer program delivered at Telecom Egypt. The first part was completed in May 2005. Thirteen trainees, selected from LDP-II participated in the first part of the program, while 12 participated in the second (See Attachment D for list of attendees). During this training, the participants were reacquainted with the instructional techniques and concepts learned during the first session. The trainees also had the opportunity to draw upon the expertise of the RGI instructors and discuss issues that may have surfaced during their LDP-III experience. Lastly, the participants delivered an expanded version of the instruction presented during LDP-III or a new module from their assigned course. During this presentation, RGI instructors conducted a final evaluation of the trainee's instruction to ascertain their overall competency as a trainer. This evaluation, coupled with their documented performance during LDP-III determined if they would successfully fulfill the program requirements. At the end of the program, all 12 trainees proved successful and received "Trainer" certification. Dr. Clare Novak (RGI) and Dr. Griffith Dudding (RGI) delivered this course.

### March 20 – April 27, 2006; Targeted Selection Interviews

Seven panels comprised of trained executives and senior level managers convened to conduct the Targeted Selection interviews for LDP-IV. The panels will be interviewing 105 candidates. Joining the 18 certified Telecom Egypt officers in the interview sessions are the following LDC members: Eng. Murad Barsoum, Eng. Ahmed Saleh, and Eng. Mushira Fakhry. All three were certified in Targeted Selection during the previous LDP implemented at the Egyptian Ministry of Electricity & Energy.

### B. Scheduled Activities for Next Quarter

| Activity  | Dates             |
|---|-------------------|
| Change Management Proposals – Final presentations | April 6-13, 2006  |
| Targeted Selection Interviews & Data Integration  | May 2006          |
| Placement test at AUC                             | May 17, 2006      |
| Orientation of LDP-IV participants                | May 30, 2006      |
| Graduation of LDP-III                             | June 2006         |
| English for Workplace Communications              | June 4 – 29, 2006 |

## III. CONCERNS/CONSTRAINTS

### Administrative Issues

- 1) *LDP Staff:* The position of Senior Training Facilitator for the LDP project remains vacant since the resignation of Mr. Ray Trujillo on December 1, 2005.
- 2) *LDC Program Assistant:* The LDC is in need of a Program Assistant whose main responsibilities will be the administration of the LDP project. This position has not been properly filled to date. This vacancy is becoming a critical issue, as IIE will be administering the last group of LDP participants during the remainder of its project. The next program starts in June and it is important that this vacancy be filled before then in order to guide and coach the Program Assistant in all the tasks required throughout the project.

## **Program Issues**

*Denial of LDP Graduation:* Because of unacceptable conduct by one of the participants, Eng. Wafik Mohamed Abdelhamid Shebl, a confidential request was forwarded to the Telecom Egypt Vice Chairman for Human Resources and Administration recommending that Mr. Shebl not be allowed to graduate from the LDP. During the internship in the U.S., Mr. Shebl repeatedly demonstrated unprofessional behavior. As soon as IIE learned of these behaviors, he was immediately released and sent back to Cairo. Mr. Shebl arrived in Cairo on March 2 and was immediately dismissed from the program. Telecom Egypt is conducting an internal investigation of his behavior for further action.

## **IV. RECOMMENDED ACTIONS**

### **Administrative Actions**

- 1) *LDP Staff:* The search to fill the position of Senior Training Facilitator remains in effect. No valid applications have recently been received. The Officer in Charge of employment at the U.S. Embassy is continuing to inform all spouses of this vacancy. IIE has been advised that a new group of U.S. expatriates will be arriving in Cairo in May.
  
- 2) *LDC Program Assistant:* IIE brought up this vacancy to the LDC Director as well as to the Vice Chairman for Human Resources. Recently, the Sector Chief for Human Resources Development received a job description and a list of qualifications for the candidate. IIE highly recommended that Telecom Egypt advertise the position internally as well as externally and emphasized the importance of hiring an appropriate candidate for this position.

## ATTACHMENT A

### Strategic Plan for Telecom Egypt

| <u>Participant Name &amp; Title</u>  | <u>Activity</u>                             | <u>Facilitators</u>  | <u>Date</u>              |
|--|---|--|--------------------------|
| <ol style="list-style-type: none"> <li>1. Eng. Azza Torky, Vice Chairman for New Services &amp; International Relations (representing the Chairman)</li> <li>2. Mr. Abdel Hamid Hamdy, Vice Chairman for HR &amp; Admin.</li> <li>3. Eng. Sana'a Soliman, Vice Chairman for Marketing &amp; IT</li> <li>4. Eng. Soheir Ghali, USAID</li> <li>5. LDP-III class members (27)</li> <li>6. Eng. Murad Barsoum - LDC</li> <li>7. Eng. Ahmed Saleh - LDC</li> <li>8. Eng. Moushira Fakhry - LDC</li> <li>9. Eng. Shereen Fahmi - LDC</li> <li>10. Mrs. Afkar Hafez - IIE</li> <li>11. Mr. Joseph Ghanem - IIE</li> <li>12. Mrs. Catherine Gilmore – RGI (instructor)</li> <li>13. Mrs. Loida Noriega-Wilson – RGI (Instructor)</li> <li>14. Eng. Mohamed Hasaballah – LDP-I (Co-instructor)</li> <li>15. Eng. Khaled Abdel Aziz – LDP-I (Co-instructor)</li> <li>16. Eng. Nancy Gamal – LDP-II (Co-instructor)</li> <li>17. Eng. Ahmed Mohamed Ibrahim – LDP-II (Co-instructor)</li> </ol> | <b>Strategic Plan for<br/>Telecom Egypt</b> | <b>LDP-III<br/>participants:</b><br><br><b>1. Ahmed Yehia</b><br><b>2. Mohamed Sallam</b><br><b>3. Ahmed Abdel Razik</b><br><b>4. Heba Mahmoud</b> | <b>Jan. 30,<br/>2006</b> |

## ATTACHMENT B Supervisors Seminar

| <u>Participant Name &amp; Title</u>                       | <u>Activity</u>   | <u>Facilitators</u>  | <u>Date</u>   |
|---|---|--|---------------|
| 1. Eng. Hoda Abdel Kader, General Manager                 | Supervisors Seminar on Strategic & Business Planning, Change Management | Mrs. Catherine Gilmore<br>Mrs. Loida Wilson<br>(Rudis Group International) | Jan. 30, 2006 |
| 2. Eng. Kamal Mamoun Hassan, General Manager              |   |  |               |
| 3. Eng. Nabil Nasr Abdel Massih, General Manager          |   |  |               |
| 4. Eng. Ahmed Saad Mahmoud Ayad, General Manager          |   |  |               |
| 5. Eng. Rami Ali Bassiouni, Manager                       |   |  |               |
| 6. Eng. Khaled Abdallah Sleiman, Manager                  |   |  |               |
| 7. Eng. Khaled Ibrahim Awad, Engineer                     |   |  |               |
| 8. Eng. Walid Mahmoud Nasr, Engineer                      |   |  |               |
| 9. Eng. Mohamed Mostafa Rifai, Engineer                   |   |  |               |
| 10. Eng. Mohamed Hassabaalh, Assistant Instructor (LDP-I) |   |  |               |
| 11. Eng. Khaled Abdel Aziz, Assistant Instructor (LDP-I)  |   |  |               |
| 12. Eng. Ahmed Mohamed Ibrahim, Assistant Inst. (LDP-II)  |   |  |               |
| 13. Eng. Nancy Gamal, Assistant Instructor (LDP-II)       |   |  |               |
| 14. Eng. Mostafa Ibrahim Mahmoud, LDP III Participant     |   |  |               |
| 15. Eng. Mohamed Mohamed Sallam, LDP-III Participant      |   |  |               |
| 16. Eng. Tamer Hassan, LDP III Participant                |   |  |               |
| 17. Mrs. Heba Mohamed, LDP III Participant *              |   |  |               |
| 18. Eng. Rafaat Jacob, LDP III Participant                |   |  |               |
| 19. Eng. Mohamed Ibrahim Ghoneim, LDP III Participant *   |   |  |               |
| 20. Eng. Mohamed Fawzy, LDP III Participant               |   |  |               |
| 21. Eng. Murad Barsoum, LDC Director                      |   |  |               |
| 22. Ms. Marwa El Ridy, LDC Administrative Assistant       |   |  |               |
| 23. Mr. Joseph Ghanem, IIE                                |   |  |               |

\* LDP Presenter

## ATTACHMENT C

### Targeted Selection Meeting

| <u>Participant Name &amp; Title</u>                   | <u>Activity</u>                            | <u>Facilitators</u>  | <u>Date</u>     |
|---|--|--|-----------------|
| 1. Mr. Abdel Hamid Hamdy, V.C., HR & Admin.           | Targeted Selection<br>Procedural<br>Review | Mr. Abdel<br>Hamid Hamdy<br>(TE)<br>Mr. Joseph<br>Ghanem (IIE) | Mar. 1,<br>2006 |
| 2. Eng. Mohamed Abdel Rahim, V.C. Operations & Maint. |  |  |                 |
| 3. Eng. Dawlat El Badawi, V.C., Projects Planning     |  |  |                 |
| 4. Eng. Samir Fahmy, Retired                          |  |  |                 |
| 5. Eng. Sayed Sharshar, Sector Chief                  |  |  |                 |
| 6. Eng. El Sayed El Dessouki, Sector Chief            |  |  |                 |
| 7. Eng. Ahmed El Sayed, Sector Chief                  |  |  |                 |
| 8. Eng. Mostafa Hafez, Sector Chief                   |  |  |                 |
| 9. Eng. Hoda Wadie, Sector Chief                      |  |  |                 |
| 10. Eng. Elham Zakaria, Sector Chief                  |  |  |                 |
| 11. Eng. Marcelle Bishai, Sector Chief                |  |  |                 |
| 12. Eng. Joseph Lawandy, Retired                      |  |  |                 |
| 13. Eng. Gaber Metwally, Senior Sector Chief          |  |  |                 |
| 14. Eng. Nagy Saleh, Retired                          |  |  |                 |
| 15. Eng. Ahmed El Gaaly, Consultant                   |  |  |                 |
| 16. Eng. Soheir Ghali, USAID                          |  |  |                 |
| 17. Eng. Murad Barsoum, LDC Director                  |  |  |                 |
| 18. Eng. Ahmed Saleh, LDC Training Manager            |  |  |                 |
| 19. Eng. Mushira Fakhry, LDC                          |  |  |                 |
| 20. Eng. Afkar Hafez, IIE                             |  |  |                 |
| 21. Mr. Joseph Ghanem, IIE                            |  |  |                 |

217

## ATTACHMENT D

### Train-the-Trainer (Part 2)

| <u>Participant Name &amp; Title</u>                       | <u>Activity</u>                               | <u>Facilitators</u>   | <u>Date</u>                   |
|---|---|---|-------------------------------|
| 1. Ahmed Hassan Mosilhy Nassar, Market Research Executive | <b>Train-the-Trainer<br/>Group II, Part 2</b> | <b>Dr. Clare Novak<br/>Dr. Griffith<br/>Dudding<br/>(Rudis Group<br/>International)</b> | <b>March 19-<br/>30, 2006</b> |
| 2. Ahmed Mohamed Ibrahim El Sayed, Information Manager    |   |   |                               |
| 3. Ahmed Mostafa Ata Ali, Media Executive                 |   |   |                               |
| 4. Amany Nabil Nasr Bebawy, Regulatory Engineer           |   |   |                               |
| 5. Elham Fawzy Abdel-Rady Hassan, Follow-up Manager       |   |   |                               |
| 6. Gihane Guirguis Shehata Bekheet, Computer Engineer     |   |   |                               |
| 7. Heba Mohsen Ibrahim Kotb, Transmissions Manager        |   |   |                               |
| 8. Manal Ragaie Hassan Ismail, Tech Support Manager       |   |   |                               |
| 9. Mohamed El Sayed Mostafa El Sayed, Network Supervisor  |   |   |                               |
| 10. Naglaa Fathy Mostafa El Shenawy, X25 Supervisor       |   |   |                               |
| 11. Shereen Fahmi, LDC Graduates' follow-up               |   |   |                               |
| 12. Romany Latif Nabih Massoud, Key Account Manager       |   |   |                               |

2/18

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING  
USAID/CAIRO  
LEADERSHIP DEVELOPMENT PROGRAM FOR TELECOM EGYPT  
QUARTERLY REPORT  
APRIL 1, 2006 - JUNE 30, 2006**

**Task Order No. 805  
Effective Dates: 1/1/03-6/30/05  
Contract Total: \$5,771,444  
Obligated Amount: \$4,706,050**

This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Institute of International Education, from April 1, 2006 through June 30, 2006, under the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract (IQC) No. EEE-I-00-01-00016-00, Task Order No. 805.

This report is organized as follows: Summary, Activities, Concerns/Constraints, and Recommended Actions. **Summary** provides an overview of the entire Task Order. **Activities** describe the accomplishments during the reporting period toward fulfilling the major tasks and deliverables under the Task Order. **Concerns/Constraints** describe any issues and/or problems toward fulfilling the major tasks and deliverables under the Task Order. **Recommended Actions** describes proposed solutions to address any concerns and/or constraints toward fulfilling the major tasks and deliverables under the Task Order.

The report contains the following attachments:

- Attachment A: LDP Feedback Session - Observations and Notes
- Attachment B: U.S. Internship Issues/Problems
- Attachment C: List of Highest Ranked Candidates and English Placement Test Participants (Top 39 Target Selection Rated Candidates)
- Attachment D: List of Highest Ranked Candidates - Selected and Non-Selected Candidates
- Attachment E: List of Attendees - LDP I & II Refresher

## **I. SUMMARY**

### **A. Background**

The Leadership Development Program (LDP) supports Telecom Egypt in pursuing its mission to be a leader in providing communication services to customers according to international standards, to operate on a competitive basis, and to support the welfare of Egypt. The program provides support through a mix of technical assistance and training designed to strengthen the leadership and managerial capabilities of the Egyptian telecommunications sector.

World Learning and the Institute of International Education (IIE) were approved to offer the LDP-program under the Strategic Technical Assistance for Results with Training (START) IQC through the USAID Telecommunications Sector Support Task Order. Work on the Task Order commenced on January 1, 2003.

Both the American University in Cairo (AUC) and Rudis Group International (RGI) were approved by USAID to provide technical assistance to the program.

## **B. Expected Results**

The project addresses USAID/Egypt's Special Objective Number 18 - Access to Sustainable Utility Services in selected areas increased. The Intermediate Results (IRs) designed to accomplish this Special Objective at Telecom Egypt is IR 18:2 - Commercialization of Utility Services Improved.

The program's activities focus on accomplishing the following within Telecom Egypt:

1. Improving operations through enhanced leadership and management skills;
2. Involving executives in identifying the behavioral dimensions and business skills that will be needed for success in the future, and adopting a procedure for senior-level management selection, development and succession planning;
3. Developing and nurturing a Telecom Egypt organizational culture that recognizes, promotes and rewards personal as well as professional development;
4. Upgrading capabilities of human resources and training staff to meet the future requirements of the telecommunications sector;
5. Establishing and preparing the Telecom Egypt Leadership Development Center to sustain the Leadership Development Program for continuous improvement of leadership and managerial performance.

## **II. ACTIVITIES**

Overview of LDP-I participants:

- Twenty-five Telecom Egypt employees participated in LDP-I. Two participants were removed from the program; one because of attendance issues and the other because of behavior and performance problems.
- Twenty-three LDP-I participants successfully graduated from the program in June 2004.
- Twelve LDP-I graduates were selected for and completed the Train-the-Trainer (TTT-I) program. Each serves as an observer/assistant instructor for LDP-II and III.

#### Overview of LDP-II participants:

- At the beginning of this year's program, twenty-seven Telecom Egypt employees participated in the LDP-II. One participant withdrew from the program because of illness; there are currently twenty-six in the program.
- Twenty-six LDP-II participants successfully graduated from the program in June 2005.
- Twelve LDP-II graduates were selected for and completed the first of the two-part Train-the-Trainer (TTT-II) program. Each will serve as an observer/assistant instructor for LDP-III.

#### Overview of LDP-III participants:

- Twenty-seven Telecom Egypt employees participated in LDP-III.
- Thirty interns participated in this year's U.S. based internship including one participant who joined the group approximately four days late because of delays in the visa process. The group included three participants (one from LDP I and two from LDP II) who had not previously received their visa on time to join their colleagues.
- Twenty-six LDP-III participants successfully graduated from the program in June 2006. One participant was removed from the program because of behavior problems.

#### Overview of LDP-IV participants:

- LDP IV Targeted Selection interviews concluded this quarter. The targeted selection panelists interviewed one hundred and five candidates in total. The thirty-eight highest ranked candidates completed the English Placement Test and final selections for LDP IV was concluded: twenty-five employees representing sixteen Telecom Egypt departments were identified.

All of the activities listed below were scheduled and completed this quarter:

#### **A. Program Highlights**

##### **1) March 15 – April 13, 2006 – Change Management Proposals**

The LDP-III participants finalized their Change Management Proposals that outlined application of LDP concepts to a real life managerial challenge in their workplace. Each participant submitted the final version of his/her proposal to the IIE/Leadership Development Center staff on April 11 for evaluation and grading. In addition to the written proposal, the participants were also required to deliver a presentation summarizing the contents. During the period of April 1 -5, the participants conducted trial presentations before their colleagues and IIE/Leadership Development Center staff. Participants received feedback that assisted them in their final preparations. The participants delivered final presentations, during the period of April 6-13, to an audience of supervisors, colleagues, guests, and an evaluation committee.

##### **2) April 6, 2006 – LDP III Feedback Session**

Mr. Joseph Ghanem (IIE) facilitated a feedback session with the LDP III participants to discuss their observations about the LDP experience. Many facets of the LDP were discussed (e.g., US based internship, instructor & colleague feedback.) and excellent dialogue transpired (see Attachment A for observation notes). Also in attendance during this session were Eng. Murad Barsoum, Leadership Development Center Director, Eng. Ahmed Saleh, LDC Training Manager, and Mrs. Afkar Hafez (IIE).

### **3) April 13, May 3 & May 16, 2006 – Internship Follow-on meetings**

Part of the responsibilities of the Office of Training at USAID consists of meeting with all interns upon their return to Egypt. The re-entry meeting was held on April 13, 2006 at the Leadership Development Center. Twenty-eight of the thirty interns were present in addition to Eng. Somaya Zakaria, USAID Human Resources and Health/ Human Resource (HRH/HR) Division, and Eng. Soheir Ghali, USAID Contract Technical Officer. The meeting turned into a series of complaints by two to four interns and resulted in a disappointing outcome. The Contract Technical Officer requested a follow-up meeting with the interns in the presence of the contractor representatives. The follow-up meeting was held on May 3, at the Leadership Development Center. In attendance were twenty-eight interns, Mr. Abdel Hamid Hamdy, Telecom Egypt Vice Chairman for Human Resources and Administration, Eng. Murad Barsoum Leadership Development Center (LDC), Eng. Ahmed Saleh (LDC), Eng. Somaya Zakaria (USAID), Eng. Soheir Ghali (USAID), Mr. Lawrence Ervin (IIE), Mr. Joseph Ghanem (IIE), and Mrs. Afkar Hafez (IIE).

Unlike the first closed meeting, very few complaints were raised by the interns during this meeting. The contractor insisted all previous negative issues (placement known in advance, hotels convenient to shopping malls, and liberal transportation availability) be addressed. Toward the end of this meeting, Telecom Egypt's Vice Chairman, Mr. Hamdy, asked the interns to rate the internship: 14 participants voted very good; 8 voted good; and, only one voted average. Subsequently, the CTO called for a meeting between the contractor and the USAID training department to reach an understanding. The meeting was held on May 16, at USAID in the presence of Eng. Somaya Zakaria of the HRH/HR Division, Eng. Remah Talaat (Director of Training), Ms. Fatma Neguib of the Human Development and Democracy/Education and Training (HDD/ET) Division, Eng. Soheir Ghali (CTO), and Joseph Ghanem (IIE). The contractor reviewed the various issues and provided clarifications on each. As a result of the meeting, USAID officers were convinced of the benefits the U.S. internship generates for the participants and concluded that the complaints were those of a few who had been troublesome throughout the program.

### **4) March 20 – May 2, 2006 – Targeted Selection Interviews**

Seven panels comprised of trained executives and senior level managers convened to conduct the Targeted Selection interviews for the identification of the LDP IV participants. The panels interviewed one hundred and five candidates. It is noteworthy that LDC staff members, Eng. Murad Barsoum, Eng. Ahmed Saleh and Eng. Mushira Fakhry, participated in various panels. These

members had been trained in Targeted Selection when the LDP was implemented at the Ministry of Electricity and Energy.

#### **5) April 30 - May 8, 2006 -- LDP Status Update Meetings**

During his visit, Mr. Lawrence Ervin, LDP Project Director, and Mr. Joseph Ghanem, LDP - Chief of Party, held three meetings with Mr. Abdel Hamid Hamdy, Telecom Egypt Vice Chairman for Human Resources, to discuss the LDP project status and pending issues of the program. They also visited with the USAID CTO on numerous occasions for the same purpose. On May 7, both Mr. Ervin and Mr. Ghanem as well as Eng. Soheir Ghali, USAID CTO held a meeting with Eng. Akil Beshir, Telecom Egypt Chairman, in his office at the Telecom Egypt headquarters in Cairo.

The following issues were addressed during the meeting and are summarized below:

**a. Graduates follow-up:** The Chairman indicated his belief that graduates should be given more responsibility more quickly upon their return to the workplace and informed us that he will be raising this issue with the appropriate parties at Telecom Egypt. He also agreed to the following:

- Pursuant to the closed meetings he had held with the LDP-I graduates, he volunteered to meet with the LDP-II graduates, at his earliest convenience.
- He also agreed on a proposal submitted to use graduates as change agents. The purpose is to form a group that will accelerate the pace of change within Telecom Egypt. When Telecom Egypt identifies problem areas that necessitate change, graduates will be selected to work on this specific problem. Rudis Group International (RGI) consultants will be used to provide their skills and experience in guiding the graduates analyzing the problem, providing external expertise to address the problem and setting up the change structure.

**b. LDP Refresher:** To demonstrate his support, the Chairman agreed to attend the gathering of the LDP-I & II graduates for the 3-day Refresher program scheduled for June 18-20 at a hotel to be determined.

**c. Behavior of a few LDP-III participants:** the behavior of a few participants was discussed. The Chairman requested that a confidential report on this matter be submitted to him.

**d. LDP current status:**

- The LDP project is linked to the USAID Telecommunications Sector Support (TSS) project. TSS closes on Sep. 30, 2006. USAID is currently working to extend it under a different Strategic Objective. Once completed, this will allow the LDP to continue.

- Though the LDP original contract ends in December 2007, the mechanism under which it was established forces it to close on August 26, 2007. USAID, World Learning and IIE are working to find a solution that will extend the project through December 2007 under USAID's new FORECAST project.

#### **6) May 17, 2006 – English Placement Test**

The top-ranked thirty-nine LDP IV candidates in the Targeted Selection rating were sent to the American University in Cairo (AUC) for the English Placement Test. The test results serve a dual purpose: to augment the decision-making process for the final selections of LDP IV and to determine the candidate's English proficiency level and placement into the first course of the LDP program, "English for Workplace Communications." With the course comprised of two homogeneous sections (i.e., Upper Intermediate and Intermediate), the test results establish the candidate's placement in the appropriate section. (See Attachment C for list of candidates).

#### **7) May 23, 2006 – Selection of LDP-IV Participants**

Twenty-five Telecom Egypt employees were selected to participate in LDP-IV. The selection results were forwarded to the Telecom Egypt Chairman, Executive Committee, Targeted Selection panel members and USAID. The selection criteria took into consideration the results of the Targeted Selection interview scores, the English placement test scores, and priority was given to departments that are under-populated with LDP graduates. The participants selected represent sixteen departments from across Telecom Egypt to include East Cairo, Cairo, West Cairo, East Delta, Alexandria, Canal and mid-cities, Mid Upper Egypt, Upper Egypt, International Calls, Training, New Services, Cables & Network – Cairo, Cables & Network – Upper Egypt, Planning & Follow-up, Project Execution – Transmission, Technical Office of the Vice Chairman for Planning, and the Workshops & Buildings Maintenance. The gender composition for LDP-IV includes 21 males and 4 females (See Attachment D for list of final selections).

#### **8) May 30, 2006 – Orientation for LDP Class IV**

An orientation session was held for the twenty-five newly selected LDP-IV participants. Mr. Joseph Ghanem (IIE) facilitated the session, outlined the content and purpose of the Leadership Development Program, and discussed the applicable regulations and policies. Further, he highlighted the importance of personal commitment and dedication as being the key attributes needed for the successful accomplishment of program requirements. Participants also completed bio-data forms and submitted their passports to the LDP staff. Mrs. Afkar Hafez (IIE), Eng. Murad Barsoum, Leadership Development Center Director and Eng. Ahmed Saleh, LDC Training Manager, attended and rendered support during this session.

#### **9) June 4, 2006 – LDP Class III Graduation**

Twenty-six members of LDP Class III were honored at a graduation ceremony at the Grand Hyatt Hotel in Garden City, Cairo, Egypt. This event hosted approximately two hundred guests and dignitaries including Dr. Tarek Kamel, Minister of Communications and Information Technology, Mr. John Groarke, USAID-Egypt Deputy Mission Director, Eng. Akil Beshir, Telecom Egypt Chairman, and other high-level executives from Telecom Egypt, USAID and private sector companies. Eng. Gihane Guirguis, an LDP Class I graduate, served as Mistress of Ceremonies for the graduation event. The ceremony included a brief presentation by LDP graduates, Mrs. Heba Mahmoud and Eng. Mohamed Ahmed, who were selected by their classmates to jointly address the benefits of the program. Mr. Joseph Ghanem (IIE) delivered a graduation address that highlighted the fine points of the LDP sustainability plan and shared words of congratulations and encouragement. He also took the opportunity to extend his and IIE's appreciation for the exceptional support provided by Eng. Soheir Ghali (USAID-CTO) to the program. (Eng. Soheir resigned from her position at USAID, effective June 1, 2006.) Our distinguished guest speakers, Eng. Beshir, Mr. Groarke and Dr. Kamel delivered graduation addresses that expressed pride in the LDP's achievements for preparing the next generation of Telecom Egypt leaders. Each speaker voiced enthusiasm about the future benefits Telecom Egypt would realize through the success of the LDP graduates of today and tomorrow. Minister Kamel commended Chairman Beshir for his strategic vision in adopting the LDP and for the LDP's success in equipping Telecom Egypt managers with critical skills vitally needed to compete in today's market. At the conclusion of the addresses, the graduates received formal recognition through the award of certificates and medals presented by the guest speakers. The LDP graduation enjoyed widespread media attention from local television and newspapers.

As part of the graduation ceremony, one Telecom Egypt Sector Chief and two General Managers were recognized for the successful use of graduates within their department. Each received an award presented by one of the honored guests. This motion, introduced last year, intends to motivate other Telecom Egypt executives and officers to make effective use of the graduates upon their return to the workplace.

In addition, Eng. Soheir Ghali received a recognition award from Telecom Egypt for her assistance to the telecommunications sector. Dr. Tarek Kamel presented the award to her.

#### **10) June 4 – 29, 2006 – English for Workplace Communications**

The first course for LDP-IV, "**English for Workplace Communications**," is designed and delivered by the Center for Adult and Continuing Education (CACE) at the American University in Cairo. The course familiarizes the participants with business English terminology as well as improving their English language skills. The course is comprised of two homogeneous sections (i.e., Upper Intermediate and Intermediate) and each participant is assigned to a section based on his/her English proficiency level. The course was held at the CACE Zamalek campus. Ms. Zeinab Abu El Fotouh and Ms. Helen Workman delivered the upper intermediate section of this course and Ms. Hoda Fahmy and Ms. Mariam El Wakil provided instruction for the intermediate section.

#### **11) June 18 – 20, 2006 – LDP Refresher**

A 3-day Refresher program, for the graduates of LDP classes I & II, was held at the Nile Hilton, Cairo, between June 18-20, 2006. The program intended to re-energize the graduates and engage their skills and experiences in moving Telecom Egypt forward. Forty-six of forty-nine graduates attended the program designed and facilitated by RGI instructors, Mr. Joe Mezlo and Mrs. Loida Noriega-Wilson. It was conducted between 09:00-16:00 hrs, daily. The program proved to be a forum for the graduates where they shared their successes and some frustrations, they reviewed key leadership concepts, and they benefited from new information and training. On the last day of the program, the graduates completed a feedback survey. A summary of the feedback will be available in the next report. In addition, present at this event were: Eng. Murad Barsoum (LDC), Eng. Ahmed Saleh (LDC), Mrs. Afkar Hafez (IIE), and Mr. Joseph Ghanem (IIE). Please refer to Attachment E for the list of attendees.

#### **April – June 2006 – LDC Sustainability Activities**

**Leadership Development Center Short-Term Courses:** The Telecom Egypt Leadership Development Center continues to hold workshops and training sessions for company executives and mid-level managers through the delivery of short-term courses (2-3 days). The instructional materials used are abridged versions of or “select topics” from the courses in the Leadership Development Program curriculum. The instructors who deliver these courses are the trained-to-train graduates from LDP I & II. The courses delivered during this quarter covered the following topics: Project Management, Customer Service, Coaching, Motivational Skills, Effective Management, Presentation skills, Communication, and Process & Root Cause Analysis. The attendance for each course has averaged approximately 15 executives and managers.

#### **B. Scheduled Activities for Next Quarter**

| <b>Activity</b>                                    | <b>Dates</b>                    |
|--|---------------------------------|
| Leadership and Motivation/Team Building            | July 2 – 27, 2006               |
| Supervisor Seminar                                 | July 17, 2006                   |
| Change Management Proposal Orientation             | July 27, 2006                   |
| CEPA Review & Examination #1                       | July 30 – August 2, 2006        |
| Visa applications                                  | August 3, 2006                  |
| Effective Management                               | August 6 – 24, 2006             |
| Supervisor Seminar                                 | August 21, 2006                 |
| Project Management, Customer Service and Marketing | August 27 - September 14, 2006  |
| Supervisor Seminar                                 | September 11, 2006              |
| In-Country Internship I                            | September 17 – 20, 2006         |
| CEPA Examination #2                                | September 20, 2006              |
| Change Management Proposal Review                  | September 21, 2006              |
| Business Report Writing                            | September 24 – October 19, 2006 |

### **III. CONCERNS/CONSTRAINTS**

#### **A. Administrative Issues**

226

- 1) *LDP Staff:* Ms Maree Richards-Benson has been approved by USAID to fill the position of Senior Training Facilitator for the LDP project.
- 2) *LDC Program Assistant:* The LDC is in need of a Program Assistant whose main responsibilities will be the administration of the LDP project. This position has not been properly filled to date. This vacancy is a very critical issue, as IIE will be administering the last group of LDP participants during the remainder of its project. It is urgent that this vacancy is immediately filled so it coincides with the start of the new program (LDP-IV). This will help guide and coach the Program Assistant in all the tasks required throughout the project.

## **B. Program Issues**

*Change of USAID Cognizant Technical Officer:* Eng. Soheir Ghali, the Project CTO, retired from USAID effective June 1, 2006. Eng. Mona Kaldas, of the ICT Division at USAID, assumed her responsibilities.

## **IV. RECOMMENDED ACTIONS**

### **A. Administrative Actions**

*LDC Program Assistant:* Telecom Egypt's Sector Chief for Human Resources Development, Mr. Ashraf Moursy, scheduled interviews with four candidates during the months of May and June. A panel consisting of Mr. Moursy as well as Eng. Murad Barsoum (TE) and Joseph Ghanem (IIE) conducted these interviews. They were held both at the LDC and at Mr. Moursy's office in the Telecom Egypt Headquarters on Ramsis Street. As a result, the panel was pleased with the performance of two candidates, one of whom turned the offer down. Mr. Moursy proceeded to make an offer to the second candidate. Mr. Abdel Hamid Hamdy, Telecom Egypt's Vice Chairman for HR, requested to meet with the candidate before the offer is issued. Since Mr. Hamdy had to participate in a Study Tour in the U.S.A., the decision to fill the position was postponed until Mr. Hamdy's return.

## ATTACHMENT A

### LDP-III Feedback Session

The LDP Class III feedback session took place on April 6, 2006. All 26 participants attended the two-hour session. Also in attendance were the IIE staff and Eng. Murad Barsoum, Leadership Development Center Director and Eng. Ahmed Saleh, Leadership Development Center Training Manager. The following are observations and comments noted during this meeting:

- Participants recommended that the Business Report Writing course be conducted at one of the campuses of the American University in Cairo. The purpose is to provide a setting of diversity that may energize the group. Mr. Ghanem responded that he would pursue this possibility with AUC management.
- Participants recommended that the Customer Service module be extended, since this service is key to Telecom Egypt's success. Mr. Ghanem responded that Customer Service is very important, so are many other managerial and leadership concepts, if Telecom Egypt is to remain a key player in the market. The Program's limitations do not allow further extensions. Customer Service is offered as a separate module at many training institutions in Cairo.
- To encourage taking initiatives, IIE requests the participants to select a coordinator who will represent the group for a period of two weeks. No one is authorized to serve twice. This provides the majority of each class members to assume this responsibility. During the feedback session, participants expressed their strong approval of this process and recommended that the service period of each coordinator be reduced to provide a chance for each participant to take on this task. Mr. Ghanem responded that IIE would study this recommendation with the LDC staff; he warned nevertheless that the coordinator should be allowed a long enough period to be able to demonstrate creativity and initiative.
- Participants recommended that all the stakeholders, and not just the supervisors, be invited to attend the final presentations of the Change Management Proposals. This recommendation was well received and will be adopted by the LDC.
- As is usually the case in the annual feedback session, participants recommended that the individual coaching sessions be held at the end of each course. If implemented, this will provide the participants with an opportunity to understand their progress and improve upon their weaknesses as soon as possible instead of waiting until the next feedback session. Mr. Ghanem explained that the instructors always welcome the opportunity to give feedback when asked. In fact, many participants take the initiative and ask instructors for feedback as they progress through the course. Realistically, this would be the only means of receiving real time feedback because of the logistical demands it would create and the limited staff that is available to handle this task.

- One participant recommended that the numerical rating in the behavioral dimensions be posted on the classroom pegboard so the class can see where every member stands. Mr. Ghanem responded that this would not be fair to several participants as these ratings are very personal and confidential.
- Participants recommended that the instructors periodically issue and post general feedback on the group as a whole. Mr. Ghanem responded that he would discuss this proposal with the instructors. He added that he sees no objection to starting this process with the next group.
- During their internship in the U.S., some participants observed the President of one of the host companies addressing all the employees via teleconferencing. They recommended that Telecom Egypt's Chairman adopt this method of communication. Mr. Ghanem responded that IIE would bring this issue up with the Chairman at the next opportune time.

## ATTACHMENT B

### LDP-III INTERNSHIP ISSUES/PROBLEMS

The internship program experienced two problems worth mentioning this time.

#### 1. Placement of interns:

Historically the internship's hosts require a minimum of 2-3 weeks confirmation prior to arrival of the interns. This enables the hosts to complete the interns programs, make supervisory responsibilities, and complete any internal security processes/arrangements. Because of post September 11, 2001 visa review and approval procedures we were unable to provide names and backgrounds to our potential hosts until just prior to departure.

The program's interns had their interviews at the US Consulate 120 days prior to departure; 30 days more than the usual 90. Five days before departure only 13 visas had been approved (of which five were people who had failed the CEPA). After continuous conversations between USAID and the Consulate, the other 17 visas were issued one workday prior to departure. Unfortunately, because of the late visa approvals and the inability to confirm attendance any earlier, we lost nine positions with two prime hosts because they would not have enough preparation time.

With extra effort on the part of Rudis Group International, good substitute arrangements were successfully made with other telecommunications companies or service groups working in the telecom sector.

#### 3. Medical problem:

One of the Interns had to be hospitalized as a precautionary measure. He received good assistance and follow-up attention from IIE and after two days of hospitalization was released to rejoin the group.

230

## ATTACHMENT C

### Top 39 Target Selection Rated Candidates

| Rank | Name                                 | TS<br>Score | Rating<br>Score | Placement<br>Test | Department                          |
|------|--------------------------------------|-------------|-----------------|-------------------|-------------------------------------|
| 1    | Mohamed Hussein Mohamed ElHowey      | 4.571       | 2.046           | 91                | O&M-Canal & Sinai, Ismailia         |
| 2    | John Atef Abdel Malak                | 4.143       | 1.499           | 86                | O&M-Cairo                           |
| 3    | Sameh Mokhtar Ahmed El Hamaki        | 3.857       | 1.467           | 67                | O&M - West Cairo                    |
| 4    | Hisham Mohamed Rashwan               | 4.857       | 1.330           | 70                | Workshops & Buildings Maintenance   |
| 5    | Amro Hassanein Abdallah Ammar        | 4.143       | 1.274           | 83                | Planning, Follow-up & Technical Aff |
| 6    | Raymond Zaghoul Labib                | 3.714       | 1.240           | 74                | Mid Upper Egypt O&M, Sohag          |
| 7    | Maha Abdel Sattar Farghali Mohamed   | 3.857       | 1.057           | 79                | O&M-East Delta, Mansoura            |
| 8    | Mohamed Abdo Ali Hussein             | 4.571       | 1.011           | 41                | Employees' Affairs                  |
| 9    | Bassem Abdel Razek Mohamed           | 3.857       | 0.969           | 87                | O&M-Alex                            |
| 10   | Mohamed Ahmed Sunjuk                 | 3.857       | 0.969           | 79                | O&M-Alex                            |
| 11   | Mona Mohamed Ibrahim Mohamed         | 3.857       | 0.969           | 71                | New Services                        |
| 12   | Heba Shehata Mohamed ElTokha         | 3.571       | 0.925           | 85                | Cables & Network - Cairo            |
| 13   | Mohamed Fawzi Youssef Al Gayyar      | 3.571       | 0.925           | 56                | Pjct Execution, Bahri & Alex        |
| 14   | Ahmed Abdel Fattah Omar El Shalkaty  | 3.571       | 0.924           | 83                | Upper Egypt Pjct Execution & Maint  |
| 15   | Mohamed Ahmed Amin Ali               | 4.000       | 0.923           | 76                | O&M-Canal & Sinai, Ismailia         |
| 16   | Haytham Mostafa Mohamed Abou Zeid    | 4.000       | 0.923           | 68                | Mid Upper Egypt O&M, Sohag          |
| 17   | Mohamed Abdel Hadi Helmy Ibrahim     | 4.429       | 0.851           | 79                | Training                            |
| 18   | Nagwa Shafik Moufid Riad             | 3.714       | 0.836           | 69                | O&M-East Delta, Mansoura            |
| 19   | Ahmed Aydin Alb Abdallah Noury       | 3.857       | 0.796           | 90                | V.C. Planning Technical Office      |
| 20   | Dalia Ahmed Bilal Mahmoud            | 3.857       | 0.796           | 81                | Marketing                           |
| 21   | Abeer Salah El Din Fadel             | 3.857       | 0.796           | 69                | Pjct Execution - Greater Cairo      |
| 22   | Sherif El Sayed El Sayed Al Washahy  | 3.714       | 0.730           | 93                | Mid Upper Egypt O&M, Sohag          |
| 23   | Malak Monassa Angela Falak           | 4.286       | 0.692           | 73                | Upper Egypt Cables & Network        |
| 24   | Reda Saleh Ali Ahmed                 | 4.286       | 0.692           | 76                | Pjct execution , Transmission       |
| 25   | Imad El Din Mohamed Saad             | 3.429       | 0.652           | 71                | Upper Egypt Pjct Execution & Maint  |
| 26   | Adel Marghani Mohamed                | 3.429       | 0.652           | 68                | O&M - West Cairo                    |
| 27   | Ayman Abdel Aati Abdel Hamid         | 3.429       | 0.652           | 65                | O&M - West Cairo                    |
| 28   | Hamdy Abdel Zaher Mohamed            | 3.429       | 0.652           | 48                | O&M - West Cairo                    |
| 29   | Mohamed El Hussein Sayed Abdel Dayem | 3.857       | 0.642           | 91                | O&M-Canal & Sinai, Ismailia         |
| 30   | Hani Tharwat Amin Abadir             | 3.857       | 0.642           | 68                | Mid Upper Egypt O&M, Sohag          |
| 31   | Mohamed Mosleh Farag El Sayed        | 3.571       | 0.615           | OUT               | O&M-Cairo                           |
| 32   | Mohamed Kamal Hassan Rabih           | 3.571       | 0.615           | 78                | O&M-East Delta, Mansoura            |
| 33   | Ahmed Abdel Khalek Mohamed Mahdi     | 3.571       | 0.615           | 68                | O&M-East Delta, Mansoura            |
| 34   | Mohamed Ibrahim Mohamed El Dessouky  | 3.429       | 0.609           | 81                | Cables & Network - Cairo            |
| 35   | Abdel Salam Azmi Abdel Salam         | 3.429       | 0.609           | 72                | O&M-Cairo                           |
| 36   | Mohamed Said Ahmed Saleh             | 3.714       | 0.557           | 80                | Marketing                           |
| 37   | Mohamed Abdel Salam Abdel Moneim     | 3.714       | 0.557           | 85                | O&M - East Cairo                    |
| 38   | Hisham Ahmed Mahmoud Abdel Moneim    | 3.714       | 0.557           | 70                | International Calls                 |
| 39   | Nadi Mostafa Mohamed Abdel Aal       | 4.143       | 0.532           | 59                | Upper Egypt Cables & Network        |

## ATTACHMENT D

### LDP-IV Selected Participants

| #  | Name   | TS<br>"Z"<br>Score | Placement<br>Test | Department                          |
|----|--|--------------------|-------------------|-------------------------------------|
| 1  | Mohamed Hussein Mohamed ElHoty                             | 2.046              | 91                | O&M-Canal & Sinai, Ismailia         |
| 2  | John Atef Abdel Malak                                      | 1.499              | 86                | O&M-Cairo                           |
| 3  | Sameh Mokhtar Ahmed El Hamaki                              | 1.467              | 67                | O&M - West Cairo                    |
| 4  | Hisham Mohamed Rashwan                                     | 1.33               | 70                | Workshops & Buildings Maintenance   |
| 5  | Amro Hassanein Abdallah Ammar                              | 1.274              | 83                | Planning, Follow-up & Technical Aff |
| 6  | Raymond Zaghoul Labib                                      | 1.24               | 74                | Mid Upper Egypt O&M, Sohag          |
| 7  | Maha Abdel Sattar Farghali Mohamed                         | 1.057              | 79                | O&M-East Delta, Mansoura            |
| 8  | Bassem Abdel Razek Mohamed                                 | 0.969              | 87                | O&M-Alex                            |
| 9  | Mona Mohamed Ibrahim Mohamed                               | 0.969              | 71                | New Services                        |
| 10 | Heba Shehata Mohamed ElTokha                               | 0.925              | 85                | Cables & Network - Cairo            |
| 11 | Ahmed Abdel Fattah Omar El Shalkaty                        | 0.924              | 83                | Upper Egypt Pjct Execution & Maint  |
| 12 | Haytham Mostafa Mohamed Abou Zeid                          | 0.923              | 68                | Mid Upper Egypt O&M, Sohag          |
| 13 | Mohamed Ahmed Amin Ali                                     | 0.923              | 76                | O&M-Canal & Sinai, Ismailia         |
| 14 | Mohamed Abdel Hadi Helmy Ibrahim                           | 0.851              | 79                | Training                            |
| 15 | Nagwa Shafik Moufid Riad                                   | 0.836              | 69                | O&M-East Delta, Mansoura            |
| 16 | Ahmed Aydin Alb Abdallah Noury                             | 0.796              | 90                | V.C. Planning Technical Office      |
| 17 | Sherif El Sayed El Sayed Al Washahy                        | 0.73               | 93                | Mid Upper Egypt O&M, Sohag          |
| 18 | Malak Monassa Angela Falak                                 | 0.692              | 73                | Upper Egypt Cables & Network        |
| 19 | Reda Saleh Ali Ahmed                                       | 0.692              | 76                | Pjct execution , Transmission       |
| 20 | Adel Marghani Mohamed                                      | 0.652              | 68                | O&M - West Cairo                    |
| 21 | Imad El Din Mohamed Saad<br>Mohamed El Hussein Sayed Abdel | 0.652              | 71                | Upper Egypt Pjct Execution & Maint  |
| 22 | Dayem  | 0.642              | 91                | O&M-Canal & Sinai, Ismailia         |
| 23 | Mohamed Kamal Hassan Rabih<br>Hisham Ahmed Mahmoud Abdel   | 0.615              | 78                | O&M-East Delta, Mansoura            |
| 24 | Moneim   | 0.557              | 70                | International Calls                 |
| 25 | Mohamed Abdel Salam Abdel Moneim                           | 0.557              | 85                | O&M - East Cairo                    |

232

## ATTACHMENT D (Con't)

| <b>Non-Selected Candidates:</b>                                  | <b>TS<br/>"Z"<br/>Score</b> | <b>Placement<br/>Test</b> | <b>Department</b>                 |
|--|-----------------------------|---------------------------|-----------------------------------|
| 1 Mohamed Abdo Ali Hussein                                       | 1.011                       | 41                        | Employees' Affairs                |
| 2 Mohamed Ahmed Sunjuk   | 0.969                       | 79                        | O&M-Alex                          |
| 3 Mohamed Fawzi Youssef Al Gayyar                                | 0.925                       | 56                        | Pjct Execution, Bahri & Alex      |
| 4 Dalia Ahmed Bilal Mahmoud                                      | 0.796                       | 81                        | Marketing                         |
| 5 Abeer Salah El Din Fadel                                       | 0.796                       | 69                        | Pjct Execution - Greater Cairo    |
| 6 Ayman Abdel Aati Abdel Hamid                                   | 0.652                       | 65                        | O&M - West Cairo                  |
| 7 Hamdy Abdel Zaher Mohamed                                      | 0.652                       | 48                        | O&M - West Cairo                  |
| 8 Hani Tharwat Amin Abadir                                       | 0.642                       | 68                        | Mid Upper Egypt O&M, Sohag        |
| 9 Ahmed Abdel Khalek Mohamed Mahdi<br>Mohamed Ibrahim Mohamed El | 0.615                       | 68                        | O&M-East Delta, Mansoura          |
| 10 Dessouky  | 0.609                       | 81                        | Project Execution - Greater Cairo |
| 11 Abdel Salam Azmi Abdel Salam                                  | 0.609                       | 72                        | O&M-Cairo                         |
| 12 Mohamed Said Ahmed Saleh                                      | 0.557                       | 80                        | Marketing                         |
| 13 Nadi Mostafa Mohamed Abdel Aal                                | 0.532                       | 59                        | Upper Egypt Cables & Network      |

## ATTACHMENT E

### LDP I & II Refresher Attendees

| Participant Name                               | Activity                            | Facilitators                               | Date                         |
|--|-------------------------------------|--|------------------------------|
|  | <b>LDP I &amp; II<br/>Refresher</b> | <b>Joe Mezlo (RGI)</b>                     | <b>June 18-<br/>20, 2006</b> |
| Adel Ahmed Orabi Ismail (LDP-I)                |                                     | <b>Loida Noriega-<br/>Wilson<br/>(RGI)</b> |                              |
| Ahmed Farid Mohamed Ibrahim Zaher (LDP-I)      |                                     |  |                              |
| Ahmed Samir Abbas Mohamed (LDP-I)              |                                     |  |                              |
| Ahmed Taha Hassan Mohamed (LDP-I)              |                                     |  |                              |
| Ashraf Abd El Hamid Sayed Mohamed (LDP-I)      |                                     |  |                              |
| Ayman Abd El Ghaffar Mohamed (LDP-I)           |                                     |  |                              |
| El Sayed Ahmed Ibrahim Gomaa (LDP-I)           |                                     |  |                              |
| Gamal Abd El Rahim Tamr El Gebaly (LDP-I)      |                                     |  |                              |
| Hany Ali Khalil Ismail Gouda (LDP-I)           |                                     |  |                              |
| Hazem Hamdy Abd El Maksoud Ahmed (LDP-I)       |                                     |  |                              |
| Howida Mahmoud Mousa Mohamed (LDP-I)           |                                     |  |                              |
| Khaled El Sayed Abd El Aziz Abou (LDP-I)       |                                     |  |                              |
| Khaled Mohamed Mohamed Ibrahim (LDP-I)         |                                     |  |                              |
| Magd El Din El Said El Bayomi (LDP-I)          |                                     |  |                              |
| Medhat Moustafa Afify Moustafa (LDP-I)         |                                     |  |                              |
| Mohamed El Sayed Mohamed El Said (LDP-I)       |                                     |  |                              |
| Mohammed Farouk Mahmoud Youseef (LDP-I)        |                                     |  |                              |
| Mohamed Hassaballah Nagi Sherif (LDP-I)        |                                     |  |                              |
| Nabil Abd El Sattar Sadek Morsy (LDP-I)        |                                     |  |                              |
| Refaat Said Mohamed Genidy (LDP-I)             |                                     |  |                              |
| Tarek Abd El Galeel Khamis Mohamed (LDP-I)     |                                     |  |                              |
| Abdel Rahman Ali Abdel Rahman Shewita (LDP-II) |                                     |  |                              |
| Abouel Seoud Ahmed Mohamed Zorik (LDP-II)      |                                     |  |                              |
| Abo Mosallem Wadie El-Sayed Youssef (LDP-II)   |                                     |  |                              |
| Ahmed Hassan Mosilhy Nassar (LDP-II)           |                                     |  |                              |
| Ahmed Mohamed Ibrahim El Sayed (LDP-II)        |                                     |  |                              |
| Ahmed Mostafa Ata Ali (LDP-II)                 |                                     |  |                              |
| Aida Louka Mechaeil (LDP-II)                   |                                     |  |                              |
| Amany Nabil Nasr Bebawy (LDP-II)               |                                     |  |                              |
| Amir Abd-El Mesih Girgis Abd-El Nour (LDP-II)  |                                     |  |                              |
| Elham Fawzy Abdel-Rady Hassan (LDP-II)         |                                     |  |                              |
| Eman Fathy Metwally Soliman (LDP-II)           |                                     |  |                              |

234

## ATTACHMENT E (Con't)

### LDP I & II Refresher Attendees

| Participant Name   | Activity                | Facilitators                                    | Date                 |
|--|-------------------------|---|----------------------|
| Gihane Guirguis Shehata Bekheet (LDP-II)<br>Haggag Mohamed Ali Youssef (LDP-II)<br>Heba Mohsen Ibrahim Kotb (LDP-II)<br>Hoda Moustafa Mohamed El Zeftawy (LDP-II)<br>Manal Ragie Hassan Ismail (LDP-II)<br>Mohamed Abdel Monem Rizk (LDP-II)<br>Mohamed El Sayed Mostafa El Sayed (LDP-II)<br>Mohamed Ramadan Mahmoud Mohamed (LDP-II) | LDP I & II<br>Refresher | Joe Mezlo (RGI)<br><br>Loida Noriega-<br>Wilson | June 18-<br>20, 2006 |



**World Learning/Institute of International Education  
START Task Order 810-Egypt  
Contract EEE-I-00-01-00016-00  
Quarterly Report 7  
January 1–March 31, 2006**

Remah Talaat, Cairo/HDD/ETT  
USAID Cairo  
Plot 1/A – off El-Laselki Street  
New Maadi, Cairo  
Egypt

March 31, 2006

Contract No: EEE-1-00-01-00016-00 Task Order No. 810  
Re: START/Egypt

Dear Remah:

We are very pleased to be sending you the enclosed Quarter Seven report for the START/Egypt Task Order No. 810, for the period January 1-March 31, 2006. Included in this report are the training achievements that completed as of December 16, 2005 as the Sixth Quarterly Report reported through December 15, 2005.

The report includes the following sections:

Section I. Narrative Summary  
Section II. Summary of Training Inputs-Outputs  
Section III. Training Budgets by Activity

Annexes:

1. Overview of Training Plan Status/Updates
2. A7 Reports by SOs
3. Participant Data to Date

Sincerely,

Colin Davies  
Director, Participant Training

## Section One: Narrative Summary

### A. Training

#### 1. Quarter 7 Achievements

|           | US               |              | Third Country    |              | In-Country       |              |
|-----------|------------------|--------------|------------------|--------------|------------------|--------------|
|           | Planned Programs | Participants | Planned Programs | Participants | Planned Programs | Participants |
| START     | 2                | 12           | 3                | 29           | 5                | 188          |
| Non-START | 2                | 5            | 6                | 21           | 53               | 1171         |
| Total     | 4                | 17           | 9                | 50           | 58               | 1359         |

#### a. Overseas: United States

1. **Assistance for Customs and Trade Facilitation (SO16): Managed 10 participants attending an observational study tour on "Airport Operations in U.S. Ports" from January 18-28, 2006 in Washington, D.C.**

START-EDP arranged for ten high-ranking officials from the Egyptian Customs Authority led by their Commissioner to meet with the U.S. Customs and Border Protection Unit of the Department of Homeland Security. They learned about the areas of organizational customs reform and customs monitoring and evaluation. As a result of this eleven-day study tour, visitors and returning residents entering Egypt will experience expeditious clearance and enhanced compliance at Egyptian airports. The program also focused on controls and audit mechanisms used within in-transit areas, for duty-free merchandise, and for the movement of airport staff through customs controlled areas.

2. **Information and Communications Technology (SO16): Managed 2 participants attending the "Software Engineering Process Group II" conference from March 4-10, 2006 in Nashville, Tennessee.**

Two senior managers from Egypt's Ministry of Communication and Information Technology participated in the 2006 Software Engineering Process Group (SEPG) Conference in Nashville, TN. To support the global competitiveness of Egypt's software industry, the managers attended sessions covering international software engineering quality standards and software improvement methods and techniques. The four-day conference was geared towards process professionals who champion the systematic improvement of people, process, and technology in their organizations. In particular, the conference focused on building quality products on cost and on schedule, establishing and maintaining continuous improvement efforts, and strategically aligning an organization with industry leaders. Improved quality standards for software engineering is the desired outcome.

**b. Overseas: Third Country**

- 1. Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably (SO16): Managed 10 participants attending the "Morocco OST" observational study tour from December 7-16, 2005 in Morocco.**

The ten participants on this observational study tour to Morocco are heads of farmers associations and members of the Farmer Association from Upper Egypt. During this ten-day study tour, these Egyptian farmers visited their Moroccan counterparts who are known for their high-quality fresh produce. The tour focused on the organization and operation of the entire high-value horticulture chain which has had great success in exporting its produce. Having visited packing houses, cold stores, transport and food processing companies and sea ports that handle exports, these participants are ready to apply enhanced post-harvest practices, can now describe signs of ripening and harvesting of onion, garlic, and other vegetable crops, and are able to apply cooling and preserving methods for these crops. Additionally, a visit to SIFEL, an international trade show that assists exporters in entering the European market, brought about greater awareness of quality standards and allowed the participants to meet European buyers. One of the expected outcomes of this study tour was to lay the foundation for future commercial contacts and successful exporting endeavors.

- 2. Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably (SO16): Managed 11 participants attending the "Fruit Logistica II" observational study tour from January 31-February 9, 2006 in Berlin, Germany.**

START-EDP sent eleven senior managers from private farmer associations and private sector companies to the Fruit Logistica International Trade Fair for Fruit and Vegetable Marketing in Berlin, Germany. They learned about the latest European and international techniques in packing, storage and the shipping of food products and identify potential international clients and export opportunities. This trade show provides industries involved in fruit trading an opportunity to present their range of services from growing to selling. It is a compact and highly effective trade show with a very specific target audience. These eleven participants were able to identify potential international clients and export opportunities for Egyptian food products. Additionally, the show offered presentations concerning the technicalities of and logistics necessary for effective handling of fruit and vegetables. The participants can now describe the latest European and international techniques in packaging, storage, transport, and shipping. Improved trade and new farming techniques are the desired outcomes.

- 3. Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably (SO16): Managed 8 participants attending the "BioFach" observational study tour from February 15-24, 2006 in Germany.**

Eight representatives from the private sector, working with Farmer Associations in Upper

Egypt, went to Germany to attend "BioFach," the World Organic trade fair. They visited aromatic, herbal, and medicinal produce markets in Nuremberg and Berlin and learned about the latest production and processing technologies in improving packaging and marketing aromatic and medicinal plants in accordance with EU procedures. The participants also visited Hamburg, the German trading center for spices and herbs. In Hamburg, they visited food-processing companies that use medicinal and aromatic plants as raw materials, and aromatic and herbal produce markets where they learned to improve their packing, packaging, and marketing techniques. Among the desired outcomes of the study tour are improved technologies and procedures that meet EU standards, and increased development of medicinal and aromatic plants for export to Germany and other European markets.

### c. In-Country

1. **Data Access and Transmission Activity (SO16): Managed 8 participants attending the short course on "Computer Courses" from September 11, 2005 – January 26, 2006 in Cairo.**

Eight participants received training in Microsoft ASP.net, Visual Basic, and four participants took the Microsoft Certified Systems Engineer (MCSE) course. The three software applications greatly complement one another: Microsoft ASP .net helps Web site administrators to protect ASP.net applications against potential problems known to Microsoft; Visual Basic is a tool for building dynamic Windows applications; and the MCSE course prepared participants to design and implement the infrastructure for business solutions based on Microsoft Windows operating system and the Microsoft Windows Server System.

2. **Assistance for Customs and Trade Facilitation (SO16): Managed 82 participants attending a "Microsoft PowerPoint" short course from September 17, 2005 – January 24, 2006 in Cairo.**

Eighty-two participants, all senior managers and office staff representatives with an introductory knowledge of computer basics, attended this course on Microsoft PowerPoint. Participants learned to use this graphics software to create and display sets of slides that combine text with diagrams, photos, clip art, media files, and animated special effects. They learned how to print the slides for handouts or present them electronically or interactively and created a number of automated slideshows. Better computer skills and better work performance are among the results of this workshop. Additionally, participants are now better able to monitor and evaluate reports and performance indicators.

3. **Assistance for Customs and Trade Facilitation (SO16): Managed 30 participants attending a short course on "Management Skills for Future Managers" from November 22-December 20, 2005 in Alexandria and Cairo.**

Thirty participants attended this five-day short course on management skills. This course focused on basic principles and challenges of management and concentrated on various

leadership skills and styles. At the end of the course, the participants will be able to empower the knowledge, skills and attitudes required for carrying out their role in the organization with efficiency and effectiveness.

4. **Data Access and Transmission Activity (SO16): Managed 40 participants attending the "Introduction to Questionnaire Design" workshop from December 10 -21, 2005 in Cairo.**

The forty middle managers who attended this two-week course on questionnaire design learned basic principles and procedures for designing quality assurance programs that identify areas where errors frequently occur to improve the final statistical products. Experts from the US Census Bureau offered instruction within the context of census and survey operations and covered topics such as determination of data requirements and identifying survey objectives to meet the needs of the data users without overburdening the respondent. These participants are now prepared to supervise the design of sound questionnaires and surveys and perform a constructive evaluation of these questionnaires and surveys for the National Accounts Unit.

5. **Data Access and Transmission Activity (SO16): Managed 28 participants attending a short course on "Assessing Network Vulnerabilities and Deploying Intrusion Detection Systems" from December 17, 2005 - January 5, 2006 in Cairo.**

Twenty-eight IT professionals learned methods for assessing network vulnerabilities and deploying intrusion detection systems during this two-week course. In particular, the course focused on validating system defenses and responding to evolving risk levels such as intruder attacks by prioritizing defensive resources. During the course, the participants identified methods hackers use to break into network systems and established an effective response strategy for the organization's needs. As a result of this program, these IT professionals are able to ensure a more efficient and secure network system.

## 2. Quarter 8 Targets

The following programs are scheduled for completion in the eighth quarter:

### a. Overseas—United States:

**SO-16: ICT-Information and Communications Technology, "CMMI Instructor Training,"** Short Course, 1 Participant, April 2006.

**SO-16: ICT-Information and Communications Technology, "CMMI Instructor Training,"** Short Course, 1 Participant, May 2006.

**SO-16: ICT-Information and Communications Technology, "IT Association on Capacity Building,"** Observational Study Tour, 5 Participants, June 2006.

**SO-16: ICT-Information and Communications Technology, "PSP Instructor Training,"** Short Course, 2 Participants, June 2006.

**b. Overseas—Third-Country:**

**SO-16 AERI/ EL-SHAMS Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably, “Lebanon OST,”** Observational Study Tour, 11 Participants, April 2006.

**SO-16 AERI/EI-SHAMS Agricultural Exports and Rural Incomes/ Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably, “MacFruit II,”** Workshop, 11 Participants, May 2006.

**SO-16: ICT-Information and Communications Technology, “TLO Networking Trip II,”** Observational Study Tour, 10 Participants, May 2006.

**c. In-Country:**

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “MS Project,”** Short Course, 100 Participants, April 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “SPSS Statistics,”** Short Course, 60 Participants, May 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “Planning Techniques,”** Short Course, 15 Participants, May 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “Questionnaires and Public Opinion,”** Short Course, 15 Participants, May 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “Transformational Leadership Skills,”** Short Course, 15 Participants, May 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “Creative Problem-Solving Skills,”** Short Course, 15 Participants, May 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “Achieving Productivity and Quality,”** Short Course, 15 Participants, May 2006.

**SO-16: ICT-Information and Communications Technology, “TLO Networking,”** Combination Short Course, 12 Participants, June 2006.

### 3. Quarter 9 Targets

The following programs are scheduled for completion in the eighth quarter:

#### a. Overseas—United States:

**SO-16 AERI/EI-SHAMS Agricultural Exports and Rural Incomes/ Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably, "UC Davis I,"** Observational Study Tour, 13 Participants, July 2006.

#### b. Overseas—Third Country:

**SO-16 AERI/ ACDI Agricultural Exports and Rural Incomes/Agricultural Cooperative Development International, "OST to Mexico 6,"** Observational Study Tour, 15 Participants, July 2006.

### B. Administrative

#### 1a. Quarter 7 Targeted and other Achievements (Cairo)

- Processed payments for the in-country programs and tracked payments in IOMS
- Arranged the procurement of training delivery and logistical support services for in-country programs and issued the purchase orders
- Managed visa applications, DS forms, and visa interviews for US program participants
- Managed medical visits for US program participants
- Processed FT-800 reimbursements
- Manage FBI printing and notarization procedures
- Tracked participants for US programs in online Visa Compliance System
- Responded to information requests and assisted in resolving errors in data transfer to the Visa Compliance System
- Created report for purchase order tracking
- Drafted schedule for close-out of START-EDP files
- Met with USAID to discuss 2-month extension of START-EDP
- Received preliminary approval for a 2-month extension

#### 1b. Quarter 7 Targeted and other Achievements (Washington, D.C.)

- Arranged the procurement of training delivery and logistical support services for U.S. and third country training programs.
- Provided monitoring of US and third country programs.
- Managed IIEWide program and budget data input for START-EDP US and third country programs.

- Assigned Grantee numbers for US and third country programs.
- Managed the HTH Health Insurance for US program participants.
- Managed ITIN/Grantax applications for US program participants.
- Processed US and third country program invoices and payments.
- Established a line of communication via fax with an IRS – Philadelphia Service Center, ITIN Unit official for the purpose of solving cases of missing ITINs.
- Prepared and submitted a two-month project extension request and related no cost budget amendment to postpone the project's close-out and meet USAID/Egypt SO activity requests for the completion of funded training programs through the end of June 2006 and possibly July 15, 2006.

## **2a. Quarter 8 Targets (Cairo)**

- Procure training services, manage logistics and issue purchase orders for in-country programs
- Begin close-out of START-EDP files
- Notify training providers of final invoice dates
- Process and track (in the IOMS) payments for the in-country programs
- Manage visa applications for US and 3<sup>rd</sup>-country program participants
- Manage medical visits for US and 3<sup>rd</sup>-country program participants
- Process FT-800 reimbursements
- Manage notarization process and FBI printing
- Track participants for US programs in online Visa Compliance System

## **2b. Quarter 8 Targets (Washington, D.C.)**

- Manage the procurement of training and logistical services for US and third country programs as required.
- Monitor overseas US and third country programs as required.
- Manage IIEWide program and budget data input for START-EDP US and 3rd country programs.
- Manage the HTH Health Insurance for US program participants.
- Manage ITIN/Grantax applications for US program participants.
- Process payments for US and 3rd country programs.
- Continue to communicate with the IRS – Philadelphia Service Center, ITIN Unit, on missing ITIN numbers.

## **C. Information Systems**

### **1a. Quarter 7 Target and Other Achievements**

#### **a. Network Operations**

- Resolved network failures
- Contracted new Internet Service Provider (Kenanah)

- Cancelled contract with MenaNet

**b. Database Administration**

- Managed databases
- Responded to information requests
- Tracked program payments
- Completed training of in-house database administrator
- Attended TraiNet web workshops at USAID
- Identified errors in transfer of data to TraiNet web
- Met with Steve Tavella and Shannon Byrne of TraiNet to consolidate database formats
- Created new IOMS database report to confirm TraiNet data
- Assigned database administration duties (both IOMS and TraiNet) to Angela McCallum

**c. Information Systems / Products**

- Checked inventory (all items accounted for)
- Moved website hosting to Kenanah

**Reports compiled in Quarter 7**

- Life of Project Charts: January 1-March 31, 2006: Charts by SO, Location and Program Type

**2. Quarter 8 Targets**

- Update and manage database
- Respond to information requests as needed
- Resolve issues with TraiNet for data transfer

## Section Two: Summary of Training Inputs and Outputs

### \*Progress by Training Plan

| Training Plans               | Q7 Target | Q7 Actuals | LOP Actual | Q8 Target |
|------------------------------|-----------|------------|------------|-----------|
| New Training Plans submitted | 1         | 1          | 13         | 0         |
| New Training Plans approved  | 3         | 0          | 11         | 0         |
| Training Plans Updated       | 0         | 0          | 10         | 1         |

### Progress by Training Programs

| New Training Program Starts | Q7 Target | Q7 Actuals | Rate %     | LOP Actual | Q8 Target |
|-----------------------------|-----------|------------|------------|------------|-----------|
| In-country                  | 9         | 5          | 56%        | 23         | 8         |
| US                          | 3         | 2          | 67%        | 15         | 4         |
| Third Country               | 2         | 3          | 150%       | 21         | 3         |
| <b>TOTAL</b>                | <b>14</b> | <b>10</b>  | <b>71%</b> | <b>59</b>  | <b>15</b> |

### Progress by Participants

| New Participant Starts | Q7 Target  | Q7 Actuals | Rate %     | LOP Target   | **LOP Actual | Rate %     | Q8 Target  |
|------------------------|------------|------------|------------|--------------|--------------|------------|------------|
| In-country             | 443        | 188        | 42%        | 2,423        | 1,648        | 68%        | 247        |
| US                     | 18         | 12         | 67%        | 178          | 155          | 87%        | 10         |
| Third Country          | 25         | 29         | 116%       | 191          | 216          | 113%       | 25         |
| <b>TOTAL</b>           | <b>486</b> | <b>229</b> | <b>47%</b> | <b>2,792</b> | <b>2,019</b> | <b>72%</b> | <b>282</b> |

### Progress by Gender (% Female Participants)

| Location       | Q7 Target  | Q7 Actuals | LOP Target | LOP Actual | Q8 Target  |
|----------------|------------|------------|------------|------------|------------|
| In-country     | 50%        | 27%        | 50%        | 43%        | 50%        |
| US             | 50%        | 15%        | 50%        | 32%        | 50%        |
| Third Country  | 50%        | 11%        | 50%        | 16%        | 50%        |
| <b>Overall</b> | <b>50%</b> | <b>26%</b> | <b>50%</b> | <b>30%</b> | <b>50%</b> |

\* For a breakdown of plans see Annex 1

\*\*LOP Actual progress by participants is calculated from the database for programs completed by March 31, 2006. Data may change according to on-going updates.



### Section Three: Training Budget by Activity

| USAID Approved Activities   | Subaccount | MAARD               | Amount in MAARD    | Original Training Budget | Revised Training Budget | Commitment as of January 1, 2006 | Unpaid Commitment | Expenditures as of March 31, 2006 | Balance Available  |
|---|------------|---------------------|--------------------|--------------------------|-------------------------|----------------------------------|-------------------|-----------------------------------|--------------------|
| SO-16 ACTF-Assistance for Customs and Trade Facilitation                | WEG0100    | 263-0284-3-00112    | \$800,000          | \$588,235                | \$588,235               | \$288,418                        | \$8,475           | \$279,943                         | \$299,817          |
| SO-16 AERI/ACDI-Agricultural Cooperative Development International      | WEG7300    | 263-0285-3-02060    | \$860,000          | \$496,893                | \$586,993               | \$317,759                        | \$0               | \$317,759                         | \$269,234          |
| SO-16 DATA-Data Access and Transmission Activity                        | WEG0700    | 263-0269-3-98082    | \$800,000          | \$512,000                | \$512,000               | \$270,446                        | \$75              | \$270,371                         | \$241,554          |
| SO-16 AERI/ESP-EI Shams Project   | WEG7200    | 263-0285-3-02059    | \$914,759          | \$797,968                | \$651,085               | \$486,152                        | \$6,666           | \$479,486                         | \$164,933          |
| SO-16 ICT-Information and Communication Technology                      | WEG0500    | 263-0282-3-02057    | \$450,000          | \$347,882                | \$330,882               | \$139,657                        | \$11,449          | \$128,208                         | \$191,225          |
| SO-16 NCW-National Council for Women                                    | WEG1200    | 263-0285-3-03030    | \$197,403          | \$11,829                 | \$32,121                | \$23,802                         | \$0               | \$23,802                          | \$8,319            |
| SO-16 SME-Small and Micro Enterprises*                                  | WEG7500    |                     |                    | \$145,000                | \$113,028               | \$51,212                         | \$2,199           | \$49,013                          | \$61,816           |
| <b>Subtotal SO-16 Trade &amp; Investment</b>                            |            |                     |                    | \$2,859,807              | \$2,814,344             | \$1,577,446                      | \$28,864          | \$1,548,582                       | \$1,236,898        |
| SO-20 CHL-Communication for Healthy Living                              | WEG3400    | 263-0287.05-3-03028 | \$100,000          | \$73,529                 | \$73,529                | \$41,842                         | \$0               | \$41,842                          | \$31,687           |
| SO-20 HMHC-Healthy Mother Healthy Child MAARD 1                         | WEG2100    | 263-0287.01-3-04006 | \$100,000          | \$101,500                | \$64,000                | \$60,625                         | \$0               | \$60,625                          | \$3,375            |
| SO-20 HMHC-Healthy Mother Healthy Child MAARD 2                         |            | 263-0287.01-3-05010 | \$58,757           | \$37,604                 | \$37,604                | \$37,604                         | \$0               | \$37,604                          | \$0                |
| SO-20 HWD-Health Workforce Development                                  | WEG3500    | 263-0287.06-3-02058 | \$300,000          | \$231,700                | \$220,588               | \$174,192                        | \$0               | \$174,192                         | \$46,396           |
| SO-20 IDSR-Infectious Disease Surveillance and Response Project-MAARD 1 | WEG2400    | 263-0287.03-3-03027 | \$65,000           | \$79,088                 | \$47,794                | \$31,380                         | \$0               | \$31,380                          | \$16,414           |
| SO-20 IDSR-Infectious Disease Surveillance and Response Project MAARD 2 |            | 263-0287.03-3-04003 | \$250,567          | \$160,000                | \$160,363               | \$128,036                        | \$0               | \$128,036                         | \$32,327           |
| <b>Subtotal SO-20 Healthier Planned Families</b>                        |            |                     |                    | \$683,421                | \$603,878               | \$473,879                        | \$0               | \$473,879                         | \$130,199          |
| SO-22 Basic Ed-Basic Education  | WEG7400    | 263-0286-3-02061    | \$700,000          | \$509,706                | \$514,706               | \$334,575                        | \$0               | \$52,732                          | \$180,131          |
| <b>Subtotal SO-22 Basic Education</b>                                   |            |                     |                    | \$509,706                | \$514,706               | \$334,575                        | \$0               | \$52,732                          | \$180,131          |
| <b>Subtotal All SOs</b>   |            |                     | <b>\$5,596,486</b> | <b>\$4,092,934</b>       | <b>\$3,932,928</b>      | <b>\$2,385,700</b>               | <b>\$28,864</b>   | <b>\$2,356,836</b>                | <b>\$1,547,228</b> |

\*SME and NCW are funded by one MAARD; this amount is shown only under NCW  
\*Spreadsheet covers only activities for which there are USAID SO approved training plans.

**Annex 1. Overview of Training Plan Status/Updates**

**Achievement of Quarter 7 Targets**

|   | <b>Q7<br/>Target</b> | <b>Q7<br/>Actual</b> | <b>Q8<br/>Target</b> |
|---|----------------------|----------------------|----------------------|
| New Plans Submitted to USAID for Approval | 1                    | 1                    | 0                    |
| New Plans Approved by USAID               | 3                    | 0                    | 1                    |
| Training Plan Updates approved by USAID   | 0                    | 0                    | 0                    |

**1. New Training Plans**

SO-16 SME                      Get approval-**not achieved to date**  
 SO-16 NCW                     Get approval-**not achieved to date**  
 SO-16 EL-SHAMS             Drafted, Submitted, Get approval-**drafted and submitted only**

**2. Training Plan Updates - None**

**3. Other**

**New Training Plans**

None

**Training Plan Updates**

None

**Targets for Quarter 8**

**1. New Training Plans**

SO-16 EL SHAMS – Get approval

**2. Training Plan Updates**

None

For Programs with Start Dates  
between 07/24/2004 and 3/31/2006

**START- Egypt Development Program**

**Activity Commitments to Date**

| Imp   | Status | Initial   | Start     | End       | PID     | Loc  | Source      | Participants<br>Plan Actual | Program Name                 | Plan        | Revised    | Committed   | Unpaid Comm. | Surplus |
|---|--------|-----------|-----------|-----------|---------|------|-------------|-----------------------------|------------------------------|-------------|------------|-------------|--------------|---------|
| <b><u>SO-11 ELTT ELTT - English Language Testing and Training - 244</u></b> |        |           |           |           |         |      |             |                             |                              |             |            |             |              |         |
| Implement   |        | 01-Dec-04 | 01-Dec-04 | 30-Jun-06 | WEG3701 | In-C | Request 500 | 558                         | ELTT Year 1 (2004/2005/2006) | \$551,618   | 1108130.83 | \$595,199   | (\$116,218)  |         |
|   |        |           |           |           |         |      |             | <u>Participants</u>         | <u>Budget</u>                |             |            |             |              |         |
| <b>Summary for SO-11 ELTT-ELTT - English Langu</b>                          |        |           |           |           |         |      |             | 500                         | \$551,618                    | \$1,108,131 | \$595,199  | (\$116,218) |              |         |
| <b>Commitments for SO-11 ELTT-ELTT - English L</b>                          |        |           |           |           |         |      |             | 558                         |                              |             |            |             |              |         |
| <b>Total Summary for SO-11 ELTT</b>   |        |           |           |           |         |      |             | <u>Participants</u>         | <u>Budget</u>                |             |            |             |              |         |
| <b>Summary for SO-11 ELTT(1 training program)</b>                           |        |           |           |           |         |      |             | 500                         | \$551,618                    | \$1,108,131 | \$595,199  | (\$116,218) |              |         |
| <b>Commitments for SO-11 ELTT</b>   |        |           |           |           |         |      |             | 558                         |                              |             |            |             |              |         |

250

| ImpStatus  | Initial   | Start     | End       | PID     | Loc   | Source | Participants<br>Plan Actual | Program Name  | Plan     | Revised | Committed | Unpaid Comm. | Surplus |
|--|-----------|-----------|-----------|---------|-------|--------|-----------------------------|---|----------|---------|-----------|--------------|---------|
| <b><i>SO-16 Environment for Trade and Investment Strengthened ACTF - 284</i></b> |           |           |           |         |       |        |                             |   |          |         |           |              |         |
| Implementi<br>---  | 01-Apr-05 | 28-Sep-05 | 16-Apr-06 | WEG0101 | In-C  | Plan   | 100 0                       | MS Project  | \$6,000  |         | \$3,143   | \$1,265      |         |
| Implementi<br>---  | 01-Apr-05 | 01-Oct-05 | 11-Apr-06 | WEG0106 | In-C  | Plan   | 60 0                        | SPSS Statistics   | \$4,800  |         | \$2,868   | \$0          | \$1,932 |
| Cancelled  | 01-Apr-05 | 01-Feb-06 | 30-Mar-06 | WEG0133 | In-C  | Plan   | 60 0                        | Customs Procedure-\$used in WEG0127-<br>WEG0123   | \$50,000 | 0       | \$0       | \$0          |         |
| Completed  | 01-Apr-05 | 27-Mar-05 | 01-Oct-05 | WEG0134 | In-C  | Plan   | 100 64                      | English Language-Savings used in WEG0122  | \$43,000 | 38037   | \$38,037  | \$0          | \$0     |
| Completed  | 01-Apr-05 | 05-Jun-05 | 05-Jul-05 | WEG0105 | In-C  | Plan   | 100 96                      | MS Excel-\$ Savings used in WEG0123   | \$6,000  | 5646.85 | \$5,647   | \$0          | \$0     |
| Completed  | 01-Apr-05 | 15-Jun-05 | 23-Jun-05 | WEG0126 | 3rd-C | Plan   | 10 11                       | Customs Training Institute & Mgnt in Canadian<br>Cust-\$ Inc. from WEG0119-Savings used in<br>WEG0122       | \$33,320 | 32902   | \$32,902  | \$0          | \$0     |
| Completed  | 01-Apr-05 | 09-Jul-05 | 17-Jul-05 | WEG0127 | 3rd-C | Plan   | 10 10                       | Review of Polish Customs Reform Project-\$Inc.<br>from WEG0119/0130/0131/0133 -Savings used<br>in WEG0129-0 | \$16,500 | 23703   | \$23,703  | \$0          | \$0     |
| Completed  | 01-Apr-05 | 15-Sep-05 | 30-Sep-05 | WEG0104 | In-C  | Plan   | 100 100                     | MS Word-\$from WEG0119-Savings used in<br>WEG0122   | \$6,000  | 6809    | \$6,809   | \$0          | \$0     |
| Completed  | 01-Apr-05 | 17-Sep-05 | 24-Jan-06 | WEG0102 | In-C  | Plan   | 100 82                      | MS Power Point  | \$6,000  |         | \$5,168   | \$617        |         |
| Completed  | 01-Apr-05 | 12-Nov-05 | 20-Nov-05 | WEG0128 | US    | Plan   | 5 6                         | Monitoring & Evaluation in US Customs-\$ Inc.<br>from WEG0119   | \$15,000 | 23000   | \$16,587  | \$28         |         |
| Completed  | 01-Apr-05 | 12-Nov-05 | 30-Nov-05 | WEG0131 | In-C  | Plan   | 60 60                       | Customs Valuation-\$used in WEG0127-\$ from<br>WEG0120-Savings used in WEG0122- \$ Inc.<br>from WEG0123     | \$50,000 | 62847   | \$62,760  | \$0          | \$87    |
| Completed  | 01-Apr-05 | 13-Nov-05 | 17-Nov-05 | WEG0118 | In-C  | Plan   | 15 25                       | Time Management Skills-\$ Inc. from WEG0119-<br>0123  | \$1,000  | 6301    | \$6,284   | \$0          | \$17    |
| Completed  | 01-Apr-05 | 19-Nov-05 | 23-Nov-05 | WEG0113 | In-C  | Plan   | 15 34                       | Conflict Management-\$ Inc. from WEG0119-0123   | \$1,000  | 9265    | \$9,213   | \$0          | \$52    |
| Completed  | 01-Apr-05 | 20-Nov-05 | 01-Dec-05 | WEG0115 | In-C  | Plan   | 15 30                       | Public Relations Skills-\$ Inc. from WEG0119-<br>0123   | \$1,000  | 13931   | \$13,844  | \$0          | \$87    |
| Completed  | 01-Apr-05 | 22-Nov-05 | 20-Dec-05 | WEG0112 | In-C  | Plan   | 15 30                       | Management Skills for Future Managers-\$ Inc.<br>from WEG0119   | \$1,000  | 10144   | \$10,144  | \$0          | \$0     |
| Completed  | 01-Apr-05 | 27-Nov-05 | 01-Dec-05 | WEG0108 | In-C  | Plan   | 15 30                       | Change Management Skills-\$ Inc. from<br>WEG0119-0123   | \$1,000  | 7457    | \$7,405   | \$0          | \$52    |
| Completed  | 01-Apr-05 | 10-Dec-05 | 15-Dec-05 | WEG0103 | In-C  | Plan   | 100 102                     | Windows & Internet-Savings used in WEG0103  | \$6,000  | 4687    | \$4,687   | \$0          | \$0     |





| ImpStatus | Initial | Start | End | PID | Loc | Source | Participants<br>Plan Actual | Program Name | Plan | Revised | Committed | Unpaid Comm. | Surplus |
|-----------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|---------|
|-----------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|---------|

**Summary for SO-16 Environment for Trade and I** Participants Budget 165 \$653,360 \$506,477 \$486,152 \$6,666 \$1

**Commitments for SO-16 Environment for Trade a** 139

**SO-16 Environment for Trade and Investment Strengthened ICT - 282**

|           |           |           |           |         |       |         |    |   |  |          |       |          |         |       |
|-----------|-----------|-----------|-----------|---------|-------|---------|----|---|--|----------|-------|----------|---------|-------|
| Cancelled | 01-Feb-05 | 15-Apr-05 | 30-Apr-05 | WEG0503 | 3rd-C | Plan    | 4  | 0 | IT Laws and Regulations I (Ireland)-\$ used in WEG0513   | \$12,428 | 0     | \$0      | \$0     |       |
| Cancelled | 01-Jun-05 | 01-Mar-06 | 30-Mar-06 | WEG0511 | 3rd-C | Plan    | 3  | 0 | Telecommunications Regulatory Policy Consultation III  | \$16,920 | 0     | \$0      | \$0     |       |
| Completed | 01-Mar-05 | 05-Mar-05 | 11-Mar-05 | WEG0512 | US    | Plan    | 7  | 7 | Software Engineering Process Group-\$ Savings used in WEG0513/04                               | \$30,000 | 14937 | \$14,936 | \$0     | \$1   |
| Completed | 01-Feb-05 | 09-Apr-05 | 15-Apr-05 | WEG0501 | 3rd-C | Plan    | 4  | 2 | Telecommunications Sector Policy Consultation-Savings used in WEG0504                          | \$20,000 | 9646  | \$9,645  | \$0     | \$1   |
| Completed | 09-Apr-05 | 09-Apr-05 | 16-Apr-05 | WEG0513 | 3rd-C | Request | 4  | 4 | Electronic Signature Auditor-\$ from WEG0503-\$ inc. from WEG0509/12-\$ savings used in WEG504 | \$0      | 30006 | \$30,006 | \$0     | \$0   |
| Completed | 01-Feb-05 | 18-Jul-05 | 23-Jul-05 | WEG0502 | 3rd-C | Plan    | 3  | 4 | Telecommunications Regulatory Policy Consultation I- \$ inc. from WEG0506                      | \$16,920 | 21420 | \$21,201 | \$0     | \$219 |
| Completed | 01-Mar-05 | 20-Oct-05 | 29-Oct-05 | WEG0506 | US    | Plan    | 20 | 2 | Emergency Communications-\$ Used in WEG0502/14/04  | \$61,000 | 6000  | \$3,136  | \$182   |       |
| Completed | 01-Feb-05 | 27-Nov-05 | 10-Dec-05 | WEG0504 | 3rd-C | Plan    | 4  | 6 | IT Laws and Regulation II-\$ Inc. from WEG0501/06/12/13/05                                     | \$12,032 | 56871 | \$46,322 | (\$837) |       |
| Completed | 01-Mar-06 | 04-Mar-06 | 10-Mar-06 | WEG0515 | US    | Request | 2  | 2 | Software Engineering Process Group II  | \$0      | 16920 | \$3,412  | \$1,108 |       |

**Summary for SO-16 Environment for Trade and I** Participants Budget 44 \$169,300 \$155,800 \$128,660 \$452 \$220

**Commitments for SO-16 Environment for Trade a** 27

**SO-16 Environment for Trade and Investment Strengthened National Council for Women - 258**

|           |           |           |           |         |      |         |   |   |                                   |         |     |         |     |      |
|-----------|-----------|-----------|-----------|---------|------|---------|---|---|-----------------------------------|---------|-----|---------|-----|------|
| Cancelled | 13-Feb-05 | 01-May-05 | 30-May-05 | WEG1204 | In-C | Request | 1 | 0 | Managerial Skills-\$ from WEG7501 | \$0     | 252 | \$0     | \$0 |      |
| Completed | 06-Dec-04 | 06-Dec-04 | 08-Dec-04 | WEG1201 | In-C | Plan    | 4 | 4 | Sanabel Conference                | \$1,150 |     | \$1,093 | \$0 | \$57 |

254

| ImpStatus  | Initial   | Start     | End       | PID     | Loc   | Source     | Participants<br>Plan Actual | Program Name  | Plan        | Revised     | Committed   | Unpaid Comm. | Surplus   |
|--|-----------|-----------|-----------|---------|-------|------------|-----------------------------|---|-------------|-------------|-------------|--------------|-----------|
| Completed  | 13-Feb-05 | 13-Feb-05 | 17-Mar-05 | WEG1202 | In-C  | Request 21 | 19                          | Basic & Advanced Microsoft Office-\$ from WEG7501-\$ savings used in WEG1205/06 | \$0         | 4093        | \$4,062     | \$0          | \$31      |
| Completed  | 12-Feb-05 | 16-Feb-05 | 05-Mar-05 | WEG1203 | In-C  | Request 60 | 35                          | Introduction to GIS-\$ from WEG7501/\$ Savings used in WEG1208                  | \$0         | 2743        | \$2,741     | \$0          | \$2       |
| Completed  | 06-Mar-05 | 06-Mar-05 | 09-Mar-05 | WEG1205 | 3rd-C | Request 1  | 1                           | 7th Woibex Woman in Business Conference-\$ from WEG1202                         | \$0         | 1427        | \$1,427     | \$0          | \$0       |
| Completed  | 11-Mar-05 | 12-Mar-05 | 16-Mar-05 | WEG1206 | 3rd-C | Request 1  | 1                           | The International Islamic Finance Forum-\$ from WEG7501                         | \$0         | 3543        | \$3,543     | \$0          | \$0       |
| Completed  | 26-Mar-05 | 26-Mar-05 | 30-Mar-05 | WEG1207 | 3rd-C | Request 2  | 2                           | The 2nd Middle East Best Practice Conference-\$ from WEG7501                    | \$0         | 5675        | \$5,487     | \$0          | \$188     |
| Completed  | 26-Apr-05 | 26-Apr-05 | 03-May-05 | WEG1208 | In-C  | Request 20 | 10                          | Basic & Technical Writing in English-\$ from WEG1203                            | \$0         | 6615        | \$3,368     | \$0          | \$3,247   |
| Completed  | 01-Apr-05 | 15-May-05 | 19-May-05 | WEG1209 | In-C  | Plan       | 15 10                       | Basic Sales & Effective Internet Sales Skills                                   | \$2,835     |             | \$2,082     | \$0          | \$753     |
|  |           |           |           |         |       |            | <u>Participants</u>         | <u>Budget</u>   |             |             |             |              |           |
| <b>Summary for SO-16 Environment for Trade and I</b>   |           |           |           |         |       |            | 124                         |   | \$3,985     | \$28,081    | \$23,802    | \$0          | \$4,279   |
| <b>Commitments for SO-16 Environment for Trade a</b>   |           |           |           |         |       |            | 82                          |   |             |             |             |              |           |
| <b><u>SO-16 Environment for Trade and Investment Strengthened Small and Micro Enterprise Development - 212</u></b> |           |           |           |         |       |            |                             |   |             |             |             |              |           |
| Completed  | 06-Dec-04 | 06-Dec-04 | 08-Dec-04 | WEG7503 | In-C  | Request 60 | 300                         | Microfinance Network for the Arab Countries                                     | \$25,735    | 23028       | \$23,028    | \$0          | \$0       |
| Completed  | 01-Jan-05 | 20-Mar-05 | 09-Jun-05 | WEG7501 | In-C  | Plan       | 250 40                      | Small Business Lending Techniques-\$ used in WEG1202/03/04/05/06                | \$79,265    | 50000       | \$19,520    | \$0          | \$30,480  |
| Completed  | 01-Nov-04 | 26-Nov-05 | 01-Dec-05 | WEG7502 | 3rd-C | Plan       | 3 5                         | International Training  | \$40,000    |             | \$8,664     | \$2,199      |           |
|  |           |           |           |         |       |            | <u>Participants</u>         | <u>Budget</u>   |             |             |             |              |           |
| <b>Summary for SO-16 Environment for Trade and I</b>   |           |           |           |         |       |            | 313                         |   | \$145,000   | \$113,028   | \$51,212    | \$2,199      | \$30,480  |
| <b>Commitments for SO-16 Environment for Trade a</b>   |           |           |           |         |       |            | 345                         |   |             |             |             |              |           |
| <b>Total Summary for SO-16 Environme</b>   |           |           |           |         |       |            | <u>Participants</u>         | <u>Budget</u>   |             |             |             |              |           |
| <b>Summary for SO-16 Environment for Trade and</b>   |           |           |           |         |       |            | 1,846                       |   | \$2,068,218 | \$1,892,845 | \$1,566,451 | \$17,867     | \$203,730 |
| <b>Commitments for SO-16 Environment for Trade</b>   |           |           |           |         |       |            | 1,788                       |   |             |             |             |              |           |

| ImpStatus  | Initial   | Start     | End       | PID     | Loc   | Source | Participants<br>Plan Actual | Program Name   | Plan      | Revised   | Committed | Unpaid Comm. | Surplus |
|--|-----------|-----------|-----------|---------|-------|--------|-----------------------------|--|-----------|-----------|-----------|--------------|---------|
| <b><u>SO-20 Healthier Planned Families CHL - 287.05</u></b>  |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| Completed  | 05-Jun-05 | 05-Jun-05 | 19-Jun-05 | WEG3401 | 3rd-C | Plan   | 8 8                         | Advances in Health Communication                               | \$42,500  |           | \$41,842  | \$0          | \$658   |
|  |           |           |           |         |       |        | <b><u>Participants</u></b>  | <b><u>Budget</u></b>   |           |           |           |              |         |
| <b>Summary for SO-20 Healthier Planned Families-C 8</b>      |           |           |           |         |       |        |                             | \$42,500   | \$42,500  | \$41,842  | \$0       | \$658        |         |
| <b>Commitments for SO-20 Healthier Planned Families 8</b>    |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| <b><u>SO-20 Healthier Planned Families HMHC - 287.01</u></b> |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| <b><u>MAARD1</u></b>   |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| Completed  | 01-Jan-05 | 17-Sep-05 | 01-Oct-05 | WEG2101 | US    | Plan   | 11 11                       | Training of Nurses on Recent Advances in Neonatal Care         | \$101,500 | 64000     | \$60,625  | \$0          | \$3,375 |
|  |           |           |           |         |       |        | <b><u>Participants</u></b>  | <b><u>Budget</u></b>   |           |           |           |              |         |
| <b>Summary for SO-20 Healthier Planned Families-H 11</b>     |           |           |           |         |       |        |                             | \$101,500  | \$64,000  | \$60,625  | \$0       | \$3,375      |         |
| <b>Commitments for SO-20 Healthier Planned Families 11</b>   |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| <b><u>MAARD2</u></b>   |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| Completed  | 04-Apr-04 | 17-Sep-05 | 01-Oct-05 | WEG2102 | US    | Plan   | 0 0                         | Training of Nurses on Recent Advances in Neonatal Care-MAARD 2 | \$37,604  |           | \$37,604  | \$0          | \$0     |
|  |           |           |           |         |       |        | <b><u>Participants</u></b>  | <b><u>Budget</u></b>   |           |           |           |              |         |
| <b>Summary for SO-20 Healthier Planned Families-H 0</b>      |           |           |           |         |       |        |                             | \$37,604   | \$37,604  | \$37,604  | \$0       | \$0          |         |
| <b>Commitments for SO-20 Healthier Planned Families 0</b>    |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| <b><u>SO-20 Healthier Planned Families HWD - 287.06</u></b>  |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| Terminate  | 12-Dec-04 | 12-Dec-04 | 30-Dec-04 | WEG3504 | US    | Plan   | 0 0                         | Termination Fees for Leadership and Total Quality Management   | \$1,700   |           | \$1,680   | \$0          | \$20    |
| Completed  | 01-Dec-04 | 04-Dec-04 | 14-Dec-04 | WEG3502 | 3rd-C | Plan   | 20 14                       | Improving Health Education Skills-I                            | \$110,000 | 49000     | \$48,180  | \$0          | \$820   |
| Completed  | 01-Dec-04 | 05-Dec-04 | 23-Dec-04 | WEG3501 | US    | Plan   | 20 20                       | Education Technology Curriculum Development                    | \$120,000 | 130000    | \$124,331 | \$0          | \$5,669 |
|  |           |           |           |         |       |        | <b><u>Participants</u></b>  | <b><u>Budget</u></b>   |           |           |           |              |         |
| <b>Summary for SO-20 Healthier Planned Families-H 40</b>     |           |           |           |         |       |        |                             | \$231,700  | \$180,700 | \$174,192 | \$0       | \$6,508      |         |
| <b>Commitments for SO-20 Healthier Planned Families 34</b>   |           |           |           |         |       |        |                             |  |           |           |           |              |         |
| <b><u>SO-20 Healthier Planned Families IDSR - 287.03</u></b> |           |           |           |         |       |        |                             |  |           |           |           |              |         |

256

| ImpStatus   | Initial   | Start     | End       | PID     | Loc   | Source | Participants<br>Plan Actual | Program Name   | Plan             | Revised          | Committed  | Unpaid Comm.    | Surplus  |
|---|-----------|-----------|-----------|---------|-------|--------|-----------------------------|--|------------------|------------------|------------|-----------------|----------|
| <b><u>MAARD1</u></b>                                  |           |           |           |         |       |        |                             |  |                  |                  |            |                 |          |
| Cancelled   | 01-Dec-04 | 15-Aug-05 | 30-Aug-05 | WEG2402 | US    | Plan   | 2 0                         | Leadership & Total Quality Management                                | \$19,000         | 0                | \$0        | \$0             |          |
| Cancelled   | 01-Sep-05 | 01-Sep-05 | 15-Sep-05 | WEG2404 | In-C  | Plan   | 20 0                        | CEPA Preparation Course  | \$6,614          | 0                | \$0        | \$0             |          |
| Cancelled   | 01-Sep-05 | 18-Sep-05 | 08-Oct-05 | WEG2403 | US    | Plan   | 1 0                         | Clinical Training for Physicians, Nurses and Lab Technicians         | \$8,180          | 0                | \$0        | \$0             |          |
| Completed   | 01-Dec-04 | 21-Nov-04 | 11-Dec-04 | WEG2401 | US    | Plan   | 4 4                         | HIV Management   | \$30,500         | 33000            | \$31,380   | \$0             | \$1,620  |
|   |           |           |           |         |       |        | <u>Participants</u>         | <u>Budget</u>  |                  |                  |            |                 |          |
| <b>Summary for SO-20 Healthier Planned Families-I</b> |           |           |           |         |       |        | <b>4</b>                    | <b>\$64,294</b>  | <b>\$33,000</b>  | <b>\$31,380</b>  | <b>\$0</b> | <b>\$1,620</b>  |          |
| <b>Commitments for SO-20 Healthier Planned Famili</b> |           |           |           |         |       |        | <b>4</b>                    |  |                  |                  |            |                 |          |
| <b><u>MAARD2</u></b>                                  |           |           |           |         |       |        |                             |  |                  |                  |            |                 |          |
| Cancelled   | 14-Aug-05 | 14-Aug-05 | 21-Aug-05 | WEG2405 | 3rd-C | Plan   | 9 16                        | TB/HIV Collaboration Activities Managemnet Course-\$ used in WEG2407 | \$11,700         | 0                | \$0        | \$0             |          |
| Completed   | 01-Jul-05 | 01-Jul-05 | 02-Jul-05 | WEG2408 | In-C  | Plan   | 0 0                         | Penalty fees for TQM cancellation                                    | \$420            |                  | \$420      | \$0             | \$0      |
| Completed   | 05-Sep-05 | 04-Sep-05 | 24-Sep-05 | WEG2406 | US    | Plan   | 9 6                         | Clinical Training for Physicians, Nurses, and Lab Technicians I      | \$77,880         |                  | \$54,802   | \$0             | \$23,078 |
| Completed   | 19-Sep-05 | 18-Sep-05 | 08-Oct-05 | WEG2407 | US    | Plan   | 11 8                        | Clinical Training for Physicians, Nurses, and Lab Technicians II     | \$70,000         | 82063            | \$72,814   | \$0             | \$9,249  |
|   |           |           |           |         |       |        | <u>Participants</u>         | <u>Budget</u>  |                  |                  |            |                 |          |
| <b>Summary for SO-20 Healthier Planned Families-I</b> |           |           |           |         |       |        | <b>20</b>                   | <b>\$160,000</b>   | <b>\$160,363</b> | <b>\$128,036</b> | <b>\$0</b> | <b>\$32,327</b> |          |
| <b>Commitments for SO-20 Healthier Planned Famili</b> |           |           |           |         |       |        | <b>14</b>                   |  |                  |                  |            |                 |          |
| <b>Total Summary for SO-20 Healthier</b>              |           |           |           |         |       |        | <u>Participants</u>         | <u>Budget</u>  |                  |                  |            |                 |          |
| <b>Summary for SO-20 Healthier Planned Families(</b>  |           |           |           |         |       |        | <b>83</b>                   | <b>\$637,598</b>   | <b>\$518,167</b> | <b>\$473,679</b> | <b>\$0</b> | <b>\$44,488</b> |          |
| <b>Commitments for SO-20 Healthier Planned Fami</b>   |           |           |           |         |       |        | <b>71</b>                   |  |                  |                  |            |                 |          |

257

| ImpStatus | Initial | Start | End | PID | Loc | Source | Participants<br>Plan Actual | Program Name | Plan | Revised | Committed | Unpaid Comm. | Surplus |
|-----------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|---------|
|-----------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|---------|

***SO-22 Basic Education Improved to Meet Market Demand Basic Education - 286***

|           |           |           |           |         |      |            |         |  |           |        |           |     |          |
|-----------|-----------|-----------|-----------|---------|------|------------|---------|--|-----------|--------|-----------|-----|----------|
| Completed | 25-Sep-04 | 25-Sep-04 | 10-Oct-04 | WEG7401 | In-C | Plan       | 250 276 | School Support-Follow on   | \$53,500  |        | \$53,116  | \$0 | \$384    |
| Completed | 15-Feb-05 | 22-Mar-05 | 29-Mar-05 | WEG7402 | US   | Plan       | 10 7    | Education Reform-Ministerial OST-I-\$ Savings used in WEG7408  | \$150,000 | 110000 | \$104,033 | \$0 | \$5,967  |
| Completed | 01-Jun-05 | 07-May-05 | 16-May-05 | WEG7403 | US   | Plan       | 10 9    | Education Reform-Ministerial OST-II  | \$150,000 |        | \$79,275  | \$0 | \$70,725 |
| Completed | 11-Jun-05 | 11-Jun-05 | 02-Jul-05 | WEG7405 | US   | Request 2  | 4       | Improving Quality in Education Systems   | \$0       | 50000  | \$39,064  | \$0 | \$10,936 |
| Completed | 07-Aug-05 | 07-Aug-05 | 08-Aug-05 | WEG7408 | In-C | Request 57 | 60      | Educational Quality Seminar-\$ savings from WEG7402  | \$0       | 45000  | \$31,766  | \$0 | \$13,234 |
| Completed | 01-Aug-05 | 16-Aug-05 | 18-Aug-05 | WEG7406 | In-C | Request 20 | 44      | Secondary Education Reform: Matching Knowledge and Skills to Markets and Budgets I-\$ Inc. from 7407 | \$0       | 35000  | \$27,320  | \$0 | \$7,680  |

|  | <u>Participants</u> | <u>Budget</u> |           |           |           |     |           |
|--|---------------------|---------------|-----------|-----------|-----------|-----|-----------|
| <b>Summary for SO-22 Basic Education Improved to</b> | 349                 |               | \$353,500 | \$443,500 | \$334,575 | \$0 | \$108,925 |
| <b>Commitments for SO-22 Basic Education Improve</b> | 400                 |               |           |           |           |     |           |

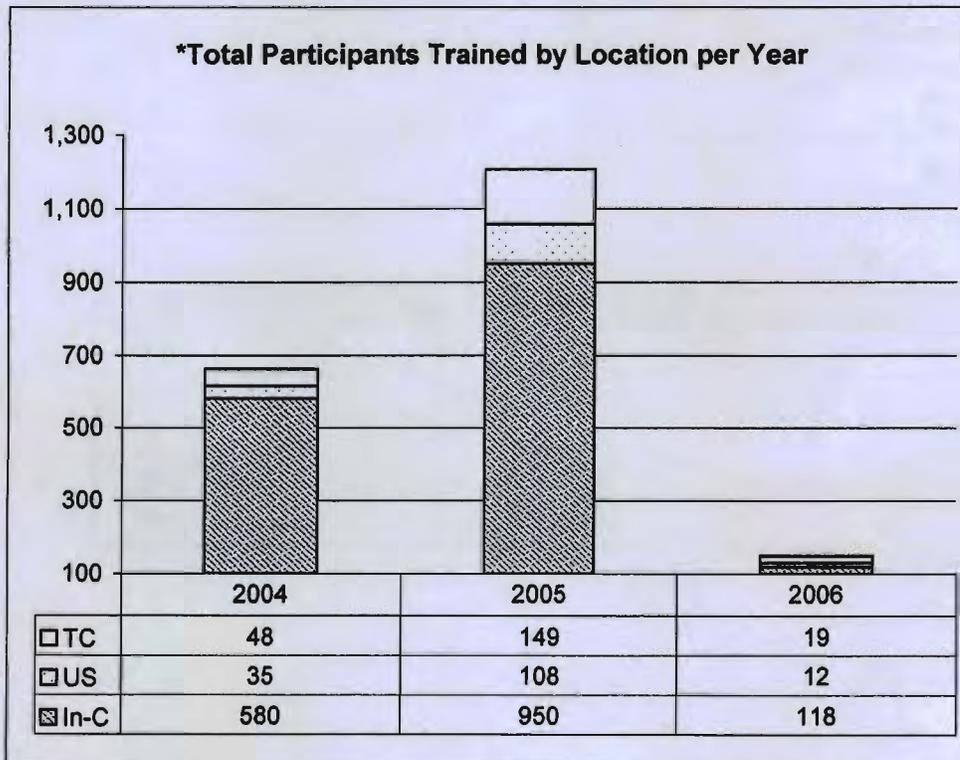
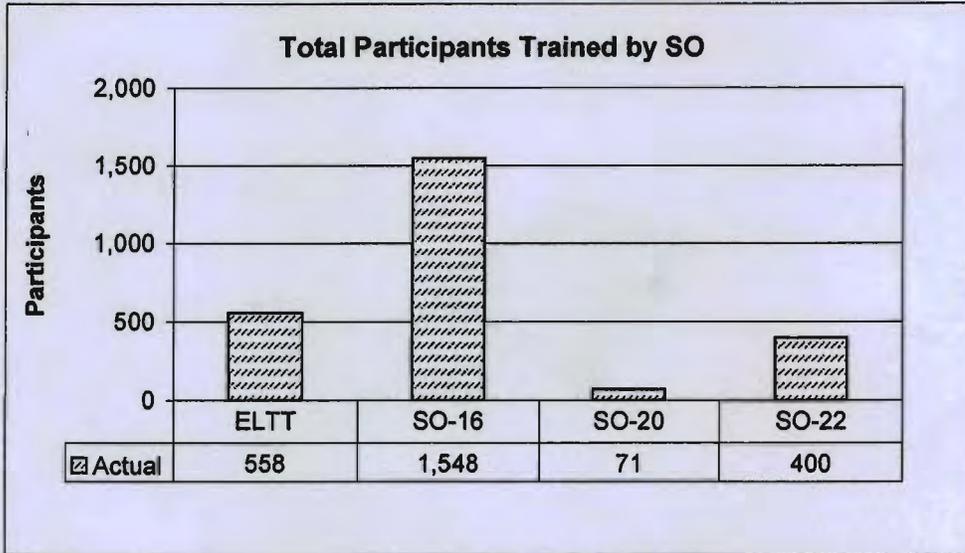
| <b>Total Summary for SO-22 Basic Educ</b>           | <u>Participants</u> | <u>Budget</u> |           |           |           |     |           |
|---|---------------------|---------------|-----------|-----------|-----------|-----|-----------|
| <b>Summary for SO-22 Basic Education Improved t</b> | 349                 |               | \$353,500 | \$443,500 | \$334,575 | \$0 | \$108,925 |
| <b>Commitments for SO-22 Basic Education Improv</b> | 400                 |               |           |           |           |     |           |

| <b>77 total training programs</b> | <u>Participants</u> | <u>Budget</u> |             |             |             |            |           |
|-----------------------------------|---------------------|---------------|-------------|-------------|-------------|------------|-----------|
| <b>Grand Totals:</b>              | 2,778               | 2,593         | \$3,610,934 | \$3,962,643 | \$2,969,903 | (\$98,351) | \$357,144 |
| <b>Commitment Total</b>           | 2,817               |               |             |             |             |            |           |

258

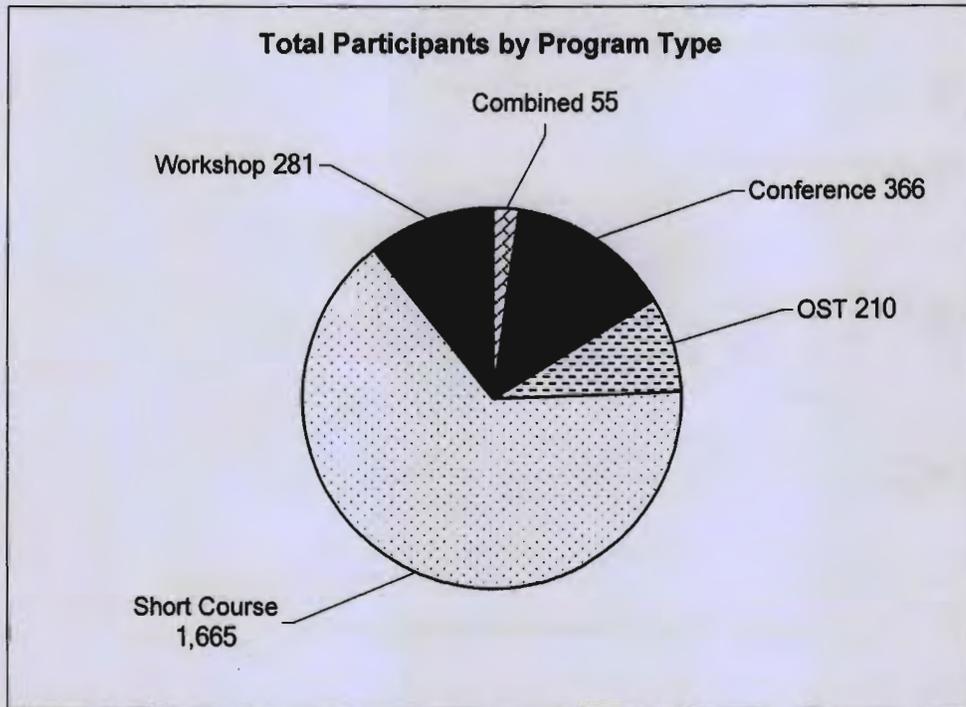
**Annex 3a: Participant Data to Date**

| Location | In-C  | US  | 3rd-C | Grand Total |
|----------|-------|-----|-------|-------------|
| Total    | 2,206 | 155 | 216   | 2,577       |



\* Total Participants Trained by Location per Year does not include the 558 ELTT participants.  
 Date Run: March 30, 2006

**Annex 3b: Participant Data to Date**



| Category     | Combined  | Conference | OST        | Short Course | Workshop   | Total        |
|--------------|-----------|------------|------------|--------------|------------|--------------|
| ELTT         | 0         | 0          | 0          | 558          | 0          | 558          |
| SO 16        | 55        | 322        | 180        | 790          | 201        | 1,548        |
| SO 20        | 0         | 0          | 14         | 37           | 20         | 71           |
| SO 22        | 0         | 44         | 16         | 280          | 60         | 400          |
| <b>Total</b> | <b>55</b> | <b>366</b> | <b>210</b> | <b>1,665</b> | <b>281</b> | <b>2,577</b> |

Data Run: March 30, 2006

**World Learning/Institute of International Education  
START Task Order 810-Egypt  
Contract EEE-I-00-01-00016-00  
Quarterly Report 8  
April 1-June 30, 2006**

Remah Talaat, Cairo/HDD/ETT  
USAID Cairo  
Plot 1/A – off El-Laselki Street  
New Maadi, Cairo  
Egypt

June 30, 2006

Contract No: EEE-1-00-01-00016-00 Task Order No. 810  
Re: START/Egypt

Dear Remah:

We are very pleased to be sending you the enclosed Quarter Eight report for the START/Egypt Task Order No. 810, for the period April 1-June 30, 2006.

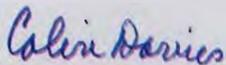
The report includes the following sections:

- Section I. Narrative Summary
- Section II. Summary of Training Inputs-Outputs
- Section III. Training Budgets by Activity

Annexes:

- 1. Overview of Training Plan Status/Updates
- 2. A7 Reports by SOs
- 3. Participant Data to Date

Sincerely,



Colin Davies  
Director, Participant Training

## Section One: Narrative Summary

### A. Training

#### 1. Quarter 8 Achievements

|                  | US               |              | Third Country    |              | In-Country       |              | ELTT Participants |
|------------------|------------------|--------------|------------------|--------------|------------------|--------------|-------------------|
|                  | Planned Programs | Participants | Planned Programs | Participants | Planned Programs | Participants |                   |
| <b>START</b>     | 4                | 9            | 2                | 20           | 5                | 193          | 1,626             |
| <b>Non-START</b> | 9                | 124          | 7                | 15           | 60               | 1,584        |                   |
| <b>TOTAL</b>     | 13               | 133          | 9                | 35           | 65               | 1,777        | 1,626             |

#### a. Overseas: United States

- 1. Information and Communications Technology (SO16): Managed 1 participant attending the short course on "Capability Maturity Model Integration (CMMI) Instructor Training" from April 18-22, 2006 in Pittsburgh, Pennsylvania.**

One software engineer from the Software Engineering Certification Center (SECC) attended a three-day course on the Capability Maturity Model (CMM). The model is used for judging the maturity of software processes of an organization and for identifying the key practices that are required to increase the maturity of these processes. To support the global competitiveness of Egypt's software industry, SECC plans to assist three to six Egyptian software companies in achieving accreditation in CMM-L3 certificates. Upon completion of this course, the participant is now a certified instructor ready to lead introductory courses on CMM.

- 2. Information and Communications Technology (SO16): Managed 1 participant attending the short course on "Capability Maturity Model Integration (CMMI) Instructor Training II" from May 15-19, 2006 in Pittsburgh, Pennsylvania.**

START-EDP arranged for one unit manager from the Software Engineering Certification Center (SECC) to attend another three-day course on the Capability Maturity Model (CMM). The model is used for judging the maturity of software processes of an organization and for identifying the key practices that are required to increase the maturity of these processes. As the course aims to train CMMI instructors, the participant is now qualified to present and facilitate introductory courses on CMM which will help the SECC

meet its goal to help between three and six Egyptian software companies achieve accreditation in CMM-L3 certificates.

- 3. Information and Communications Technology (SO16): Managed 2 participants attending the short course on "PSP Instructor Training" from June 18-24, 2006 in Pittsburgh, Pennsylvania.**

Similar to the two CMMI training programs above, this Person Software Process (PSP) Instructor Training program is part of the Software Engineering Certification Center's (SECC) mission to develop the software industry in Egypt. A specific target of the SECC's mission is to train two Egyptian technical engineers to become PSP instructors. START-EDP arranged for two senior managers from the Software Engineering Certification Center of the Egyptian Ministry of Communications and Information Technology (MCIT) to complete Carnegie Mellon University's five-day PSP Instructor Training Course provided to become certified PSP instructors. The participants are now able to train managers and engineers in Egypt on planning and tracking projects, managing effective quality principles, and involving engineers in process measurement, management and improvement. Among the expected outcomes are increased improvement in the software development process conducted by Egyptian IT companies and improved quality of software applications developed by Egyptian IT companies.

- 4. Information and Communications Technology (SO16): Managed 5 participants attending the observational study tour on "IT Association on Capacity Building OST NVTC" from June 18-24, 2006 in Washington DC.**

The five participants on this observational study tour were selected board and senior staff members from the Egyptian Information Technology, Electronics and Software Alliance (EITESAL), the largest entity representing the private sector in IT, Electronics, and Software in Egypt. The five-day study tour was organized by the Northern Virginia Technology Council (NVTC), a globally recognized ICT business association. The participants learned about the current best practices in business association management. They also learned how to organize successful fundraising events, develop effective marketing, membership, and public relation plans, and assist IT companies in adopting international industry standards. Among the expected outcomes are a restructuring of EITESAL management and staff, better understanding of the EITESAL board members' roles and responsibilities, and more effective and efficient relationships between EITESAL board and the management and staff.

#### **b. Overseas: Third Country**

- 1. Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably (SO16): Managed 13 participants attending the "Lebanon OST" observational study tour from April 27-May 4, 2006**

**in Beirut, Lebanon.**

Thirteen female staff members of the Egyptian Farmer Association attended this eight-day observational study tour in Lebanon where they learned about the market demands of Lebanon for fresh fruit and vegetables. The focus was on those fruits and vegetables that are or could be grown in Egypt. The participants learned about the latest technologies for packing, packaging, labeling, and shipping horticultural produce from Egypt to Lebanon. Empowering women to participate in project implementation activities of the Farmer Association is the intended outcome of the study tour.

- 2. Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably (SO16): Managed 7 participants attending the “MacFrut II” observational study tour from May 3-12, 2006 in Ravenna, Cesena and Bologna, Italy.**

START-EDP sent seven private exporters who work with Farmer Associations in Upper Egypt on this ten-day observational tour in the Italian region of Emilia-Romagna, a predominately agricultural region. The participants learned about the market demands of European countries for fresh fruits and vegetables, and observed the latest technologies for packing, packaging, labeling, and shipping horticultural produce from Egypt to the European Union. They visited wholesale and retail markets, the seaport of Ravenna, and packing stations in the area of Bologna. Additionally, the participants attended the MacFrut convention in Cesena. The desired outcome is increased exports of Egyptian produce to Italy and other European countries.

**c. In-Country**

- 1. Assistance for Customs and Trade Facilitation (SO16): Managed 59 participants attending a “SPSS Statistics” short course from October 1, 2005 –April 11, 2006 in Cairo, Alexandria, Port Said, Damiette, Suez, and El Aresh.**

The fifty-nine participants who attended one of these four-day courses learned how to use the Statistical Package for the Social Sciences (SPSS) software to summarize and analyze statistics. This knowledge will help customs managers to be better able to draw important inferences from limited amounts of information as a scientific reliable base for drawing conclusions and making decisions. In particular, they can now use SPSS predictive analytics software to detect fraud and non-compliance with laws or regulations. Better management of resources is one of the expected outcomes as the participants can now carefully collect, effectively present, and properly analyze numerical information.

- 2. Assistance for Customs and Trade Facilitation (SO16): Managed 80 participants attending a “Microsoft Project” short course from September 28, 2005 –April 16, 2006 in Cairo, Alexandria, Port Said, Damiette, Suez, and El Aresh.**

Eighty participants attended one of these four-day courses to learn how to build better functioning teams and carry a project through to success. Microsoft Project helps project managers, business managers, and planners manage schedules and resources. Whether working individually or in a team, knowledge of this software program will help the participants set up projects more quickly and accurately, keep project teams aligned with the objectives of the organization, and better track and analyze data.

- 3. Assistance for Customs and Trade Facilitation (SO16): Managed 15 participants attending a "Planning Techniques" short course from May 28 –June 29, 2006 in Alexandria and Cairo.**

Fifteen participants attended one of these five-day courses on planning techniques where they learned skills and attitudes for planning and giving direction so as to reduce the impact of change, minimize waste and redundancy, and set organizational standards. As a result of their training, the participants are able to define various techniques of identifying goals for future organizational performance and deciding upon the tasks and resources needed to attain these goals. More proactive and goal-oriented organizations is the desired outcome.

- 4. Assistance for Customs and Trade Facilitation (SO16): Managed 29 participants attending a short course on "Transformational Leadership Skills" from June 4-22, 2006 in Alexandria and Cairo.**

Twenty-nine middle managers from the Ministry of Finance participated one of these five-day courses held in Alexandria and in Cairo where they studied transformational leadership skills. The course illustrated effective management and leadership strategies that affect positive changes in the organizational values and culture. Conflict management, leadership traits and personalities, management theories, teams and teamwork, power and influence, negotiation and delegation were among the topics covered. The participants have gained the knowledge, skills, and attitudes required to lead an organization. That is, they understand and can implement strategies for leading an organization such as empowerment, motivation, and building collaborative teams that can influence change.

- 5. Information and Communications Technology (SO16): Managed 10 participants attending a "TLO Networking Trip" short course from April 4-June 12, 2006 in Cairo.**

Ten private sector senior managers of Egyptian Information and Communication Technology (ICT) companies were trained in establishing business linkages with their counterparts in the United States. The two-month distance-learning course offered participants customized training on conducting comprehensive research on the global ICT market, drafting a successful strategic plan, and drafting globally-oriented marketing

materials. Participants identified strategies for better positioning their respective companies in U.S. markets. The expected outcome is increased penetration of the U.S. market through more effective business development and marketing.

**d. English Language Testing and Training (ELTT), short course, 1,626 participants, December 2004-May 2006, in Cairo, Alexandria, El Aresh, Aswan, Qena, Port Said, and Mansoura.**

One thousand, six hundred and twenty-six participants working for various ministries, government institutions, and government departments received English Language Training (ELT). The courses were conducted by AMIDEAST/Egypt which provided a series of communicative English courses for adult learners of English at the beginner, intermediate, and upper-intermediate levels. To improve access to the courses with more frequent entry points and to provide a more flexible study schedule for busy working professionals, nine rounds were offered between December 2004 and May 2006. Instruction focused on accuracy and fluency with an integrated skills and strategy-based curriculum targeting development of the four language skills—listening, speaking, reading, and writing. Particular emphasis was given to listening and speaking. Participants also worked on improving pronunciation and vocabulary building. The courses were taught through learner-centered activities to promote more communicative use of English in various situations and contexts. Computer Assisted Language Learning (CALL) supplemented classroom instruction to address the different learning styles of individual participants.

**2. Quarter 9 Targets**

The following five programs are scheduled for completion in the ninth quarter:

**a. Overseas—United States:**

**SO-16: ICT-Information and Communications Technology, “Triple Play Technology,”** Observational Study Tour, 5 Participants, July 2006.

**SO-16 AERI/El-SHAMS Agricultural Exports and Rural Incomes/ Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably, “UC Davis I,”** Observational Study Tour, 22 Participants, August 2006.

**b. In-Country:**

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, “Questionnaires and Public Opinion,”** Short Course, 15 Participants, July 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, "Creative Problem Solving Skills,"** Short Course, 15 Participants, July 2006.

**SO-16: ACTF-Assistance for Customs and Trade Facilitation, "Achieving Productivity and Quality,"** Short Course, 14 Participants, July 2006.

## **B. Administrative**

### **1a. Quarter 8 Targeted and other Achievements (Cairo)**

- Arranged the procurement of training delivery and logistical support services for in-country programs and issued purchase orders
- Processed and tracked payments for the in-country programs
- Managed visa applications, DS forms, and visa interviews for US program participants
- Managed medical visits for US program participants
- Processed FT-800 reimbursements
- Manage FBI printing and notarization procedures
- Tracked participants for US programs in online Visa Compliance System
- Responded to information requests and assisted in resolving errors in data transfer to the Visa Compliance System
- Prepared pipeline analysis for two-month extension
- Scheduled closeout procedures (files, inventory, invoices, notices to service providers)
- Updated policy manual for IIE International
- Amended service contracts for staff and consultants through August 31, 2006-not signed yet, pending written extension from USAID

### **1b. Quarter 8 Targeted and other Achievements (Washington, D.C.)**

- Managed the procurement of training delivery and logistical support services for U.S. and third-country training programs and issued purchase orders
- Provided monitoring of US and third-country programs
- Managed IIEWide program and budget data input for START-EDP US and third-country programs
- Assigned Grantee numbers for US and third-country programs
- Managed the HTH Health Insurance for US program participants
- Managed ITIN/Grantax applications for US program participants
- Continued to communicate with the IRS on missing ITIN numbers
- Processed US and third-country program invoices and payments
- Prepared for USAID/Egypt a U.S. Dollar pipeline analysis through August 31, 2006
- Submitted to USAID/Egypt updated START-EDP accruals for the period April - June 2006 and for July - August 2006

## **2a. Quarter 9 Targets (Cairo)**

- Procure training services, manage logistics and issue purchase orders for in-country programs
- Process and track payments for the in-country programs
- Manage visa applications for US and 3<sup>rd</sup>-country program participants
- Manage medical visits for US and 3<sup>rd</sup>-country program participants
- Process FT-800 reimbursements
- Manage notarization process and FBI printing
- Track participants for US programs in online Visa Compliance System
- Continue close-out of START-EDP files
- Send START-EDP files to Infofort for storage
- Approve amended service contracts for staff and consultants for two-month extension
- Notify training providers of final date for invoices
- Notify health insurance of final date
- Remove signatories from bank accounts

## **2b. Quarter 9 Targets (Washington, D.C.)**

- Manage the procurement of training and logistical services for US and third-country programs as required
- Monitor overseas US and third-country programs as required
- Manage IIEWide program and budget data input for the START-EDP US and third-country programs
- Manage the HTH Health Insurance for US program participants
- Manage ITIN/Grantax applications for US program participants
- Process payments for US and third-country programs
- Continue to communicate with the IRS – Philadelphia Service Center, ITIN Unit, on missing ITIN numbers
- Notify training providers of final date for invoices
- Work on the closeout of all START-EDP training and procurement files

## **C. Information Systems**

### **1. Quarter 8 Target and Other Achievements**

#### **a. Network Operations**

- Resolved network failures
- Had entire network system assessed by two outside contractors (Synergy and AUC) to resolve mail delivery failure, error in MX records with ISP
- Resolved MX Records error with ISP to reestablish email delivery

- Cancelled contract with current Internet Service Provider (Kenanah) and returned to MenaNet

**b. Database Administration**

- Managed databases
- Responded to information requests
- Tracked program payments
- Continued communication with TraiNet on resolving previous data transfer

**c. Information Systems / Products**

- Checked inventory (all items accounted for)
- Sent inventory list to USAID for closeout instructions
- Removed website hosting from Kenanah to local hosting on START server

**d. Reports compiled in Quarter 8**

- Life of Project Charts: April 1-June 30, 2006: Charts by SO, Location and Program Type

**2. Quarter 9 Targets**

- Update and manage database
- Resolve data transfer errors with TraiNet for accurate reporting
- Verify IOMS data with TraiNet records
- Respond to information requests as needed
- Return START-EDP inventory to MIC or USAID
- Backup all data—mailboxes, hard drives and servers—for storage on closeout

## Section Two: Summary of Training Inputs and Outputs

### \*Progress by Training Plan

| Training Plans               | Q8 Target | Q8 Actuals | LOP Actual | Q9 Target |
|------------------------------|-----------|------------|------------|-----------|
| New Training Plans submitted | 0         | 0          | 13         | 0         |
| New Training Plans approved  | 1         | 1          | 12         | 1         |
| Training Plans Updated       | 0         | 0          | 10         | 0         |

### Progress by Training Programs

| New Training Program Starts | Q8 Target | Q8 Actuals | Rate %     | LOP Actual | Q9 Target |
|-----------------------------|-----------|------------|------------|------------|-----------|
| In-country                  | 8         | 5          | 63%        | 28         | 3         |
| US                          | 4         | 4          | 100%       | 19         | 2         |
| Third Country               | 3         | 2          | 67%        | 23         | 0         |
| <b>TOTAL</b>                | <b>15</b> | <b>11</b>  | <b>73%</b> | <b>70</b>  | <b>5</b>  |

### Progress by Participants

| New Participant Starts | Q8 Target  | Q8 Actuals | Rate %     | LOP Target   | **LOP Actual | Rate %     | Q9 Target |
|------------------------|------------|------------|------------|--------------|--------------|------------|-----------|
| In-country             | 247        | 193        | 78%        | 2,670        | 1,841        | 69%        | 44        |
| US                     | 10         | 9          | 90%        | 188          | 164          | 87%        | 27        |
| Third Country          | 25         | 20         | 80%        | 216          | 236          | 109%       | 0         |
| <b>TOTAL</b>           | <b>282</b> | <b>222</b> | <b>79%</b> | <b>3,074</b> | <b>2,241</b> | <b>73%</b> | <b>71</b> |

### Progress by Gender (% Female Participants)

| Location       | Q8 Target  | Q8 Actuals | LOP Target | LOP Actual | Q9 Target  |
|----------------|------------|------------|------------|------------|------------|
| In-country     | 50%        | 27%        | 50%        | 43%        | 50%        |
| US             | 50%        | 15%        | 50%        | 32%        | 50%        |
| Third Country  | 50%        | 11%        | 50%        | 16%        | 50%        |
| <b>Overall</b> | <b>50%</b> | <b>26%</b> | <b>50%</b> | <b>30%</b> | <b>50%</b> |

\* For a breakdown of plans see Annex 1

\*\*LOP Actual progress by participants is calculated from the database for programs completed by June 30, 2006.

\*\*\*ELTT participants are not included

Data may change according to on-going updates.

## Annex 1. Overview of Training Plan Status/Updates

### Achievement of Quarter 8 Targets

|   | Q8<br>Target | Q8<br>Actual | Q9<br>Target |
|---|--------------|--------------|--------------|
| New Plans Submitted to USAID for Approval | 0            | 0            | 0            |
| New Plans Approved by USAID               | 1            | 1            | 0            |
| Training Plan Updates approved by USAID   | 0            | 0            | 0            |

**1. New Training Plans - None**

**2. Training Plan Updates**

SO-16 EL-SHAMS      Drafted, Submitted, Approved

**3. Other**

**New Training Plans**

None

**Training Plan Updates**

None

**Targets for Quarter 9**

**1. New Training Plans**

None

**2. Training Plan Updates**

None

**Section Three: Training Budget by Activity**

| USAID Approved Activities   | Subaccount | MAARD               | Amount in MAARD    | Original Training Budget | Revised Training Budget | Commitment as of April 1, 2006 | Unpaid Commitment | Expenditures as of June 30, 2006 | Balance Available  |
|---|------------|---------------------|--------------------|--------------------------|-------------------------|--------------------------------|-------------------|----------------------------------|--------------------|
| SO-16 ACTF-Assistance for Customs and Trade Facilitation                | WEG0100    | 263-0284-3-00112    | \$800,000          | \$588,235                | \$588,235               | \$365,898                      | \$63,833          | \$302,065                        | \$222,337          |
| SO-16 AERI/ACDI-Agricultural Cooperative Development International      | WEG7300    | 263-0285-3-02060    | \$860,000          | \$496,893                | \$586,993               | \$317,759                      | \$0               | \$317,759                        | \$269,234          |
| SO-16 DATA-Data Access and Transmission Activity                        | WEG0700    | 263-0269-3-98082    | \$800,000          | \$512,000                | \$512,000               | \$268,040                      | \$0               | \$268,040                        | \$243,960          |
| SO-16 AERI/ESP-EI Shams Project   | WEG7200    | 263-0285-3-02059    | \$914,759          | \$797,968                | \$651,085               | \$625,695                      | \$107,873         | \$517,822                        | \$25,390           |
| SO-16 ICT-Information and Communication Technology                      | WEG0500    | 263-0282-3-02057    | \$450,000          | \$365,162                | \$330,882               | \$261,427                      | \$109,918         | \$151,509                        | \$69,455           |
| SO-16 NCW-National Council for Women                                    | WEG1200    | 263-0285-3-03030    | \$197,403          | \$11,829                 | \$32,121                | \$23,802                       | \$0               | \$23,802                         | \$8,319            |
| SO-16 SME-Small and Micro Enterprises*                                  | WEG7500    |                     |                    | \$145,000                | \$113,028               | \$49,014                       | \$0               | \$49,014                         | \$64,014           |
| <b>Subtotal SO-16 Trade &amp; Investment</b>                            |            |                     |                    | <b>2,917,097</b>         | <b>2,614,344</b>        | <b>1,911,635</b>               | <b>281,624</b>    | <b>1,630,011</b>                 | <b>902,709</b>     |
| SO-20 CHL-Communication for Healthy Living                              | WEG3400    | 263-0287.05-3-03028 | \$100,000          | \$73,529                 | \$73,529                | \$41,842                       | \$0               | \$41,842                         | \$31,687           |
| SO-20 HMHC-Healthy Mother Healthy Child MAARD 1                         | WEG2100    | 263-0287.01-3-04006 | \$100,000          | \$101,500                | \$64,000                | \$61,459                       | \$0               | \$61,459                         | \$2,541            |
| SO-20 HMHC-Healthy Mother Healthy Child MAARD 2                         |            | 263-0287.01-3-05010 | \$58,757           | \$37,604                 | \$37,604                | \$37,604                       | \$0               | \$37,604                         | \$0                |
| SO-20 HWD-Health Workforce Development                                  | WEG3500    | 263-0287.06-3-02058 | \$300,000          | \$231,700                | \$220,588               | \$174,192                      | \$0               | \$174,192                        | \$46,396           |
| SO-20 IDSR-Infectious Disease Surveillance and Response Project-MAARD 1 | WEG2400    | 263-0287.03-3-03027 | \$65,000           | \$79,088                 | \$47,794                | \$31,380                       | \$0               | \$31,380                         | \$16,414           |
| SO-20 IDSR-Infectious Disease Surveillance and Response Project MAARD 2 |            | 263-0287.03-3-04003 | \$250,567          | \$160,000                | \$160,363               | \$128,510                      | \$0               | \$128,510                        | \$31,853           |
| <b>Subtotal SO-20 Healthier Planned Families</b>                        |            |                     |                    | <b>\$683,421</b>         | <b>\$603,578</b>        | <b>\$474,967</b>               | <b>\$0</b>        | <b>\$474,967</b>                 | <b>\$128,691</b>   |
| SO-22 Basic Ed-Basic Education  | WEG7400    | 263-0286-3-02061    | \$700,000          | \$509,706                | \$514,706               | \$334,575                      | \$0               | \$52,732                         | \$180,131          |
| <b>Subtotal SO-22 Basic Education</b>                                   |            |                     |                    | <b>\$509,706</b>         | <b>\$514,706</b>        | <b>\$334,575</b>               | <b>\$0</b>        | <b>\$52,732</b>                  | <b>\$180,131</b>   |
| <b>Subtotal All SOs</b>   |            |                     | <b>\$5,596,486</b> | <b>\$4,110,214</b>       | <b>\$3,932,928</b>      | <b>\$2,721,197</b>             | <b>\$281,624</b>  | <b>\$2,439,573</b>               | <b>\$1,211,731</b> |

\*SME and NCW are funded by one MAARD; this amount is shown only under NCW  
\*Spreadsheet covers only activities for which there are USAID SO approved training plans.

For Programs with Start Dates  
between 07/24/2004 and 6/30/2006

**START- Egypt Development Program**

**Activity Commitments to Date**

| Imp/Status  | Initial   | Start     | End       | PID     | Loc  | Source      | Participants<br>Plan Actual | Program Name                 | Plan        | Revised     | Committed   | Unpaid Comm. | Surplus |
|---|-----------|-----------|-----------|---------|------|-------------|-----------------------------|------------------------------|-------------|-------------|-------------|--------------|---------|
| <b><u>SO-11 ELTT ELTT - English Language Testing and Training - 244</u></b> |           |           |           |         |      |             |                             |                              |             |             |             |              |         |
| Completed   | 01-Dec-04 | 01-Dec-04 | 31-May-06 | WEG3701 | In-C | Request 500 | 1626                        | ELTT Year 1 (2004/2005/2006) | \$551,618   | 1108130.83  | \$1,104,278 | \$186,001    |         |
|   |           |           |           |         |      |             | <u>Participants</u>         | <u>Budget</u>                |             |             |             |              |         |
| <b>Summary for SO-11 ELTT-ELTT - English Langu</b>                          |           |           |           |         |      |             | 500                         | \$551,618                    | \$1,108,131 | \$1,104,278 | \$186,001   |              |         |
| <b>Commitments for SO-11 ELTT-ELTT - English L</b>                          |           |           |           |         |      |             | 1,626                       |                              |             |             |             |              |         |
| <b>Total Summary for SO-11 ELTT</b>   |           |           |           |         |      |             | <u>Participants</u>         | <u>Budget</u>                |             |             |             |              |         |
| <b>Summary for SO-11 ELTT(1 training program)</b>                           |           |           |           |         |      |             | 500                         | \$551,618                    | \$1,108,131 | \$1,104,278 | \$186,001   |              |         |
| <b>Commitments for SO-11 ELTT</b>   |           |           |           |         |      |             | 1,626                       |                              |             |             |             |              |         |

274

| Imp/Status   | Initial   | Start     | End       | PID     | Loc   | Source     | Participants:<br>Plan Actual | Program Name  | Plan  | Revised  | Committed | Unpaid Comm. | Surplus  |         |
|--|-----------|-----------|-----------|---------|-------|------------|------------------------------|---------------|---|----------|-----------|--------------|----------|---------|
| <b><u>SO-16 Environment for Trade and Investment Strengthened ACTF - 284</u></b> |           |           |           |         |       |            |                              |               |   |          |           |              |          |         |
| Planned  | 01-Apr-06 | 15-Jun-06 | 01-Jul-06 | WEG0135 | 3rd-C | Request 10 | 0                            | Mauritius OST | \$0   | 30000    | \$0       | \$0          |          |         |
| Planned  | 20-Feb-06 | 15-Jun-06 | 01-Jul-06 | WEG0136 | 3rd-C | Request 10 | 0                            | Chile OST     | \$0   | 30000    | \$0       | \$0          |          |         |
| Committed  | 01-Apr-05 | 25-Jun-06 | 06-Jul-06 | WEG0117 | In-C  | Plan       | 30                           | 0             | Questionnaires & Public Opinion-\$ Inc. from WEG0123  | \$1,000  | 16000     | \$16,000     | \$16,000 |         |
| Implementi<br>---  | 01-Apr-05 | 21-May-06 | 13-Jul-06 | WEG0110 | In-C  | Plan       | 30                           | 15            | Creative Problem Solving Skills- \$ Inc from WEG0123  | \$1,000  | 15500     | \$15,500     | \$9,086  |         |
| Implementi<br>---  | 01-Apr-05 | 28-May-06 | 29-Jun-06 | WEG0109 | In-C  | Plan       | 30                           | 15            | Planning Techniques-\$ Inc from WEG0123   | \$1,000  | 16000     | \$16,000     | \$9,601  |         |
| Implementi<br>---  | 01-Apr-05 | 11-Jun-06 | 13-Jul-06 | WEG0111 | In-C  | Plan       | 30                           | 14            | Achieving Productivity and Quality -\$ Inc from WEG0123   | \$1,000  | 15500     | \$15,500     | \$15,500 |         |
| Cancelled  | 01-Apr-05 | 01-Feb-06 | 30-Mar-06 | WEG0133 | In-C  | Plan       | 60                           | 0             | Customs Procedure-\$used in WEG0127-WEG0123   | \$50,000 | 0         | \$0          | \$0      |         |
| Cancelled  | 01-Apr-05 | 01-Jun-06 | 01-Jun-06 | WEG0120 | In-C  | Plan       | 40                           | 0             | Risk Analysis and Selectivity-\$ used in WEG0131-0122   | \$30,000 | 0         | \$0          | \$0      |         |
| Cancelled  | 01-Apr-05 | 01-Jun-06 | 01-Jun-06 | WEG0125 | In-C  | Plan       | 60                           | 0             | Customs Introductory I & II-\$ used in WEG0136  | \$30,000 | 0         | \$0          | \$0      |         |
| Cancelled  | 01-Apr-05 | 01-Jun-06 | 01-Jun-06 | WEG0121 | In-C  | Plan       | 40                           | 0             | Post Release Verification & Audit-\$ used in WEG0135  | \$30,000 | 0         | \$0          | \$0      |         |
| Completed  | 01-Apr-05 | 27-Mar-05 | 01-Oct-05 | WEG0134 | In-C  | Plan       | 100                          | 64            | English Language-Savings used in WEG0122  | \$43,000 | 38037     | \$38,037     | \$0      | \$0     |
| Completed  | 01-Apr-05 | 05-Jun-05 | 05-Jul-05 | WEG0105 | In-C  | Plan       | 100                          | 96            | MS Excel-\$ Savings used in WEG0123   | \$6,000  | 5646.85   | \$5,647      | \$0      | \$0     |
| Completed  | 01-Apr-05 | 15-Jun-05 | 23-Jun-05 | WEG0126 | 3rd-C | Plan       | 10                           | 11            | Customs Training Institute & Mgmt in Canadian Cust-\$ Inc. from WEG0119-Savings used in WEG0122       | \$33,320 | 32902     | \$32,902     | \$0      | \$0     |
| Completed  | 01-Apr-05 | 09-Jul-05 | 17-Jul-05 | WEG0127 | 3rd-C | Plan       | 10                           | 10            | Review of Polish Customs Reform Project-\$Inc. from WEG0119/0130/0131/0133 -Savings used in WEG0129-0 | \$16,500 | 23703     | \$23,703     | \$0      | \$0     |
| Completed  | 01-Apr-05 | 15-Sep-05 | 30-Sep-05 | WEG0104 | In-C  | Plan       | 100                          | 100           | MS Word-\$from WEG0119-Savings used in WEG0122  | \$6,000  | 6809      | \$6,809      | \$0      | \$0     |
| Completed  | 01-Apr-05 | 17-Sep-05 | 24-Jan-06 | WEG0102 | In-C  | Plan       | 100                          | 82            | MS Power Point  | \$6,000  |           | \$4,551      | \$0      | \$1,449 |
| Completed  | 01-Apr-05 | 28-Sep-05 | 16-Apr-06 | WEG0101 | In-C  | Request    | 100                          | 80            | MS Project  | \$6,000  |           | \$3,129      | \$1,252  |         |

| Imp Status   | Initial   | Start     | End       | PID     | Loc   | Source  | Participants<br>Plan Actual |     | Program Name  | Plan      | Revised   | Committed | Unpaid Comm. | Surplus |
|--|-----------|-----------|-----------|---------|-------|---------|-----------------------------|-----|---|-----------|-----------|-----------|--------------|---------|
| Completed  | 01-Apr-05 | 01-Oct-05 | 11-Apr-06 | WEG0106 | In-C  | Plan    | 60                          | 59  | SPSS Statistics   | \$4,800   |           | \$2,868   | \$0          | \$1,932 |
| Completed  | 01-Apr-05 | 12-Nov-05 | 30-Nov-05 | WEG0131 | In-C  | Plan    | 60                          | 60  | Customs Valuation-\$used in WEG0127-\$ from WEG0120-Savings used in WEG0122- \$ Inc. from WEG0123 | \$50,000  | 62847     | \$62,897  | \$0          | (\$50)  |
| Completed  | 01-Apr-05 | 12-Nov-05 | 20-Nov-05 | WEG0128 | US    | Plan    | 5                           | 6   | Monitoring & Evaluation in US Customs-\$ Inc. from WEG0119  | \$15,000  | 23000     | \$16,559  | \$0          | \$6,441 |
| Completed  | 01-Apr-05 | 13-Nov-05 | 17-Nov-05 | WEG0118 | In-C  | Plan    | 15                          | 25  | Time Management Skills-\$ Inc. from WEG0119-0123  | \$1,000   | 6301      | \$6,284   | \$0          | \$17    |
| Completed  | 01-Apr-05 | 19-Nov-05 | 23-Nov-05 | WEG0113 | In-C  | Plan    | 15                          | 34  | Conflict Management-\$ Inc. from WEG0119-0123   | \$1,000   | 9265      | \$9,213   | \$0          | \$52    |
| Completed  | 01-Apr-05 | 20-Nov-05 | 01-Dec-05 | WEG0115 | In-C  | Plan    | 15                          | 30  | Public Relations Skills-\$ Inc. from WEG0119-0123   | \$1,000   | 13931     | \$13,346  | \$0          | (\$15)  |
| Completed  | 01-Apr-05 | 22-Nov-05 | 20-Dec-05 | WEG0112 | In-C  | Plan    | 15                          | 30  | Management Skills for Future Managers-\$ Inc. from WEG0119  | \$1,000   | 10144     | \$10,144  | \$0          | \$0     |
| Completed  | 01-Apr-05 | 27-Nov-05 | 01-Dec-05 | WEG0108 | In-C  | Plan    | 15                          | 30  | Change Management Skills-\$ Inc. from WEG0119-0123  | \$1,000   | 7457      | \$7,405   | \$0          | \$52    |
| Completed  | 01-Apr-05 | 10-Dec-05 | 15-Dec-05 | WEG0103 | In-C  | Plan    | 100                         | 102 | Windows & Internet-Savings used in WEG0103  | \$6,000   | 4687      | \$4,687   | \$0          | \$0     |
| Completed  | 01-Apr-05 | 18-Jan-06 | 28-Jan-06 | WEG0129 | US    | Plan    | 10                          | 10  | Airport Operations in U.S. Ports-\$ Inc. from WEG0119 & WEG0127-0123                              | \$17,060  | 39217     | \$39,217  | \$3,054      |         |
| Completed  | 01-Apr-05 | 04-Jun-06 | 22-Jun-06 | WEG0114 | In-C  | Plan    | 30                          | 29  | Transformational Leadership Skills - \$ Inc from WEG0123  | \$1,000   | 15500     | \$15,500  | \$9,339      |         |
|  |           |           |           |         |       |         | <b>Participants:</b>        |     | <b>Revised:</b>   |           |           |           |              |         |
| <b>Summary for SO-16 Environment for Trade and I</b>                             |           |           |           |         |       |         | 1,000                       |     |   | \$359,680 | \$439,247 | \$365,898 | \$63,833     | \$9,877 |
| <b>Commitments for SO-16 Environment for Trade a</b>                             |           |           |           |         |       |         | 932                         |     |   |           |           |           |              |         |
| <b><u>SO-16 Environment for Trade and Investment Strengthened AERI - 285</u></b> |           |           |           |         |       |         |                             |     |   |           |           |           |              |         |
| Cancelled  | 01-Jan-05 | 01-Jan-06 | 01-Jan-06 | WEG7303 | 3rd-C | Plan    | 0                           | 0   | Holding figure for AERI/ACDI-\$ used in WEG7307-08  | \$60,853  | 0         | \$0       | \$0          |         |
| Completed  | 15-Sep-04 | 24-Sep-04 | 10-Oct-04 | WEG7301 | 3rd-C | Plan    | 20                          | 13  | OST to Spain & Mexico-\$ savings used in WEG7308  | \$136,540 | 82779     | \$82,779  | \$0          | \$0     |
| Completed  | 01-Feb-05 | 04-Feb-05 | 18-Feb-05 | WEG7302 | 3rd-C | Plan    | 15                          | 17  | OST to Mexico-\$ savings used in WEG7308  | \$119,500 | 87765     | \$87,765  | \$0          | \$0     |
| Completed  | 26-May-05 | 27-May-05 | 09-Jun-05 | WEG7304 | 3rd-C | Request | 16                          | 14  | OST to Mexico-3- \$ savings used in WEG7306   | \$0       | 70000     | \$62,844  | \$0          | \$7,156 |

| Imp/Status | Initial   | Start     | End       | FID     | Loc   | Source | Participants<br>Plan/Actual | Program Name                               | Plan     | Revised | Committed | Unpaid/Comm. | Surplus |
|------------|-----------|-----------|-----------|---------|-------|--------|-----------------------------|--|----------|---------|-----------|--------------|---------|
| Completed  | 15-Aug-05 | 24-Aug-05 | 07-Sep-05 | WEG7305 | 3rd-C | Plan   | 15 18                       | OST to Mexico-4-\$ savings used in WEG7308 | \$90,000 | 84368   | \$84,371  | \$0          | (\$3)   |

**Summary for SO-16 Environment for Trade and I** *66* **Participants:** **Budget:** \$406,893 \$324,912 \$317,759 \$0 \$7,153

**Commitments for SO-16 Environment for Trade a** *62*

**SO-16 Environment for Trade and Investment Strengthened Data Access and Transmission Activity**

|           |           |           |           |         |      |         |       |  |          |       |          |     |          |
|-----------|-----------|-----------|-----------|---------|------|---------|-------|--|----------|-------|----------|-----|----------|
| Terminate | 06-Aug-05 | 01-Jan-06 | 30-Jan-06 | WEG0708 | In-C | Plan    | 40 0  | Analyzing Labor Statistics & Training of Trainers                                      | \$50,000 |       | \$1,655  | \$0 | \$48,345 |
| Terminate | 27-Aug-05 | 01-Jan-06 | 30-Jan-06 | WEG0707 | In-C | Plan    | 40 0  | Constructing Price Indexes & Training of Trainers                                      | \$65,000 |       | \$1,363  | \$0 | \$63,637 |
| Completed | 09-Jul-05 | 13-Jul-05 | 25-Jul-05 | WEG0702 | In-C | Plan    | 40 40 | Introduction to Quality Assurance-\$ Inc from WEG0710                                  | \$45,000 | 73800 | \$72,545 | \$0 | \$1,255  |
| Completed | 20-Sep-05 | 03-Sep-05 | 21-Sep-05 | WEG0706 | In-C | Plan    | 30 17 | Deploying Internet and Intranet Firewalls and Building Secure Virtual Private Networks | \$30,000 |       | \$9,879  | \$0 | \$20,121 |
| Completed | 30-Aug-05 | 11-Sep-05 | 26-Jan-06 | WEG0711 | In-C | Request | 8 8   | Computer Courses- \$ from WEG0710  | \$0      | 10000 | \$6,809  | \$0 | \$721    |
| Completed | 15-Aug-05 | 05-Nov-05 | 20-Nov-05 | WEG0709 | US   | Plan    | 6 6   | Observational Study Tour I   | \$70,000 |       | \$35,945 | \$0 | \$34,055 |
| Completed | 12-Nov-05 | 12-Nov-05 | 01-Dec-05 | WEG0703 | In-C | Plan    | 30 24 | Disaster Recovery Planning for the Enterprise and Implementing Web Security            | \$30,000 |       | \$15,645 | \$0 | \$14,355 |
| Completed | 12-Nov-05 | 19-Nov-05 | 07-Dec-05 | WEG0705 | In-C | Plan    | 40 40 | Economic Indicators & Training of Trainers   | \$60,000 |       | \$59,407 | \$0 | \$593    |
| Completed | 30-Nov-05 | 10-Dec-05 | 21-Dec-05 | WEG0701 | In-C | Plan    | 40 40 | Introduction to Questionnaire Design   | \$45,000 |       | \$44,380 | \$0 | \$620    |
| Completed | 10-Dec-05 | 17-Dec-05 | 05-Jan-06 | WEG0704 | In-C | Plan    | 30 28 | Assessing Network Vulnerabilities and Deploying Intrusion Detection Systems            | \$30,000 |       | \$20,410 | \$0 | \$9,590  |

**Summary for SO-16 Environment for Trade and I** *304* **Participants:** **Budget:** \$425,000 \$463,800 \$268,040 \$0 \$193,290

**Commitments for SO-16 Environment for Trade a** *283*

**SO-16 Environment for Trade and Investment Strengthened ESP-EI shams Project**

**MAARDI**

|           |           |           |           |         |      |      |       |   |          |       |          |     |     |
|-----------|-----------|-----------|-----------|---------|------|------|-------|---|----------|-------|----------|-----|-----|
| Cancelled | 01-Jun-05 | 01-Nov-05 | 01-Dec-05 | WEG7209 | In-C | Plan | 0 0   | Holding Figure-\$ savings used in WEG7210                               | \$28,360 | 0     | \$0      | \$0 |     |
| Completed | 08-Oct-04 | 08-Oct-04 | 21-Oct-04 | WEG7201 | US   | Plan | 15 11 | Small Scale Marketing of Horticultural Crops-\$ savings used in WEG7212 | \$96,000 | 57330 | \$57,330 | \$0 | \$0 |

| Imp Status | Initial   | Start     | End       | PID     | Loc   | Source  | Participants<br>Plan Actual | Program Name  | Plan      | Revised | Committed | Unpaid Comm. | Surplus |
|------------|-----------|-----------|-----------|---------|-------|---------|-----------------------------|---|-----------|---------|-----------|--------------|---------|
| Completed  | 01-Oct-04 | 11-Oct-04 | 21-Oct-04 | WEG7202 | 3rd-C | Plan    | 15 8                        | Study Tour to the SIAL Food Trade Show in Paris-\$ savings used in WEG7212                    | \$78,000  | 40868   | \$40,868  | \$0          | \$0     |
| Completed  | 01-Feb-05 | 22-Nov-04 | 27-Nov-04 | WEG7204 | 3rd-C | Plan    | 15 13                       | Spain Study Tour-\$Inc. from WEG7205- \$ Savings used in WEG7212                              | \$48,000  | 26250   | \$26,250  | \$0          | \$0     |
| Completed  | 01-Feb-05 | 09-Feb-05 | 16-Feb-05 | WEG7205 | 3rd-C | Plan    | 15 9                        | Fruit Logistica-\$ Savings used in WEG7204-12   | \$85,000  | 40701   | \$40,701  | \$0          | \$0     |
| Completed  | 01-Dec-04 | 18-Feb-05 | 25-Feb-05 | WEG7203 | 3rd-C | Plan    | 15 15                       | Dubai Study Tour-\$ savings used in WEG7210   | \$48,000  | 19981   | \$19,981  | \$0          | \$0     |
| Completed  | 01-May-05 | 04-May-05 | 12-May-05 | WEG7206 | 3rd-C | Plan    | 15 12                       | MacFruit-\$ Savings used in WEG7211-12  | \$40,000  | 25774   | \$24,726  | \$0          | \$1,048 |
| Completed  | 04-May-05 | 11-Jun-05 | 25-Jun-05 | WEG7207 | US    | Plan    | 22 21                       | Small Scale Production & Post Harvest Handling of Vegetables Crops-\$ savings used in WEG7212 | \$115,000 | 89143   | \$89,143  | \$0          | \$0     |
| Completed  | 09-Jul-05 | 09-Jul-05 | 22-Jul-05 | WEG7208 | US    | Plan    | 22 21                       | Small Scale Post Harvest Handling & Marketing of Vegetables Crops-\$ savings used in WEG7211  | \$115,000 | 83185   | \$83,185  | \$0          | \$0     |
| Completed  | 08-Dec-05 | 07-Dec-05 | 16-Dec-05 | WEG7210 | 3rd-C | Request | 11 10                       | Morocco OST-\$ from WEG7203/09-\$ savings used in WEG7211, 7215                               | \$0       | 16965   | \$16,965  | \$0          | \$0     |
| Completed  | 30-Jan-06 | 31-Jan-06 | 09-Feb-06 | WEG7211 | 3rd-C | Request | 11 11                       | Fruit Logistica II- \$Inc. from WEG7208-7206-7210-\$ used in WEG7212                          | \$0       | 54500   | \$42,386  | \$688        |         |
| Completed  | 14-Feb-06 | 15-Feb-06 | 24-Feb-06 | WEG7212 | 3rd-C | Request | 9 8                         | BioFach I - \$savings from WEG7206-07-05-04-02-01-\$ Inc. from WEG7211                        | \$0       | 45366   | \$43,390  | \$1,120      |         |

Participants:

Budget:

**Summary for SO-16 Environment for Trade and I 165** \$653,360 \$500,063 \$484,924 \$1,807 \$1,049

**Commitments for SO-16 Environment for Trade a 139**

**LAARD2**

|           |           |           |           |         |       |      |       |                               |          |       |          |           |  |
|-----------|-----------|-----------|-----------|---------|-------|------|-------|-------------------------------|----------|-------|----------|-----------|--|
| Completed | 01-May-06 | 27-Apr-06 | 04-May-06 | WEG7214 | 3rd-C | Plan | 11 13 | Lebanon OST-\$used in WEG7215 | \$16,000 |       | \$11,595 | (\$1,387) |  |
| Completed | 01-May-06 | 03-May-06 | 12-May-06 | WEG7213 | 3rd-C | Plan | 11 7  | MacFruit II-\$ used in 7215   | \$36,000 | 28000 | \$23,318 | \$1,596   |  |

Participants:

Budget:

**Summary for SO-16 Environment for Trade and I 22** \$52,000 \$44,000 \$34,913 \$208

**Commitments for SO-16 Environment for Trade a 20**

**Q-16 Environment for Trade and Investment Strengthened ICT - 282**

|           |           |           |           |         |    |         |     |  |          |       |          |          |  |
|-----------|-----------|-----------|-----------|---------|----|---------|-----|--|----------|-------|----------|----------|--|
| Implement | 01-Jun-06 | 24-Jun-06 | 02-Jul-06 | WEG0518 | US | Request | 3 5 | Triple Play Technology Issues - from WEG0508-0509-0505 | \$24,144 | 54144 | \$32,196 | \$32,196 |  |
|-----------|-----------|-----------|-----------|---------|----|---------|-----|--|----------|-------|----------|----------|--|

| Imp Status | Initial   | Start     | End       | FID     | Loc   | Source  | Participants<br>Plan Actual | Program Name  | Plan     | Revised | Committed | Unpaid Comm. | Surplus |
|------------|-----------|-----------|-----------|---------|-------|---------|-----------------------------|---|----------|---------|-----------|--------------|---------|
| Cancelled  | 01-Feb-05 | 15-Apr-05 | 30-Apr-05 | WEG0503 | 3rd-C | Plan    | 4 0                         | IT Laws and Regulations I (Ireland)-\$ used in WEG0513  | \$12,428 | 0       | \$0       | \$0          |         |
| Cancelled  | 01-Jun-05 | 01-Mar-06 | 30-Mar-06 | WEG0511 | 3rd-C | Plan    | 3 0                         | Telecommunications Regulatory Policy Consultation III   | \$16,920 | 0       | \$0       | \$0          |         |
| Cancelled  | 01-Apr-05 | 01-May-06 | 30-May-06 | WEG0509 | 3rd-C | Plan    | 10 0                        | TLO Networking Trip II- \$ used in WEG0513-0518   | \$26,360 | 0       | \$0       | \$0          |         |
| Completed  | 01-Mar-05 | 05-Mar-05 | 11-Mar-05 | WEG0512 | US    | Plan    | 7 7                         | Software Engineering Process Group-\$ Savings used in WEG0513/04                                | \$30,000 | 14937   | \$14,936  | \$0          | \$1     |
| Completed  | 01-Feb-05 | 09-Apr-05 | 15-Apr-05 | WEG0501 | 3rd-C | Plan    | 4 2                         | Telecommunications Sector Policy Consultation-Savings used in WEG0504                           | \$20,000 | 9646    | \$9,645   | \$0          | \$1     |
| Completed  | 09-Apr-05 | 09-Apr-05 | 16-Apr-05 | WEG0513 | 3rd-C | Request | 4 4                         | Electronic Signature Auditor-\$ from WEG0503-\$ inc. from WEG0509/12-\$ savings used in WEG0504 | \$0      | 30006   | \$30,006  | \$0          | \$0     |
| Completed  | 01-Feb-05 | 18-Jul-05 | 23-Jul-05 | WEG0502 | 3rd-C | Plan    | 3 4                         | Telecommunications Regulatory Policy Consultation I- \$ inc. from WEG0506                       | \$16,920 | 21420   | \$21,201  | \$0          | \$219   |
| Completed  | 01-Mar-05 | 20-Oct-05 | 29-Oct-05 | WEG0506 | US    | Plan    | 20 2                        | Emergency Communications-\$ Used in WEG0502/14/04   | \$61,000 | 6000    | \$2,955   | \$0          | \$3,045 |
| Completed  | 01-Feb-05 | 27-Nov-05 | 10-Dec-05 | WEG0504 | 3rd-C | Plan    | 4 6                         | IT Laws and Regulation II-\$ Inc. from WEG0501/06/12/13/05                                      | \$12,032 | 56871   | \$47,159  | \$0          | \$9,712 |
| Completed  | 01-Mar-06 | 04-Mar-06 | 10-Mar-06 | WEG0515 | US    | Request | 2 2                         | Software Engineering Process Group II   | \$0      | 16920   | \$3,412   | (\$627)      |         |
| Completed  | 01-Feb-05 | 04-Apr-06 | 12-Jun-06 | WEG0505 | In-C  | Plan    | 10 10                       | TLO Networking Trip I-\$ used in WEG0504-WEG0518  | \$73,000 | 40500   | \$35,000  | \$35,000     |         |
| Completed  | 31-Oct-05 | 18-Apr-06 | 22-Apr-06 | WEG0514 | US    | Request | 2 1                         | CMMI Instructor Training-\$ from WEG0506-\$ used in WEG0516                                     | \$0      | 12500   | \$10,989  | (\$1)        |         |
| Completed  | 01-May-06 | 15-May-06 | 19-May-06 | WEG0516 | US    | Request | 1 1                         | CMMI Instructor Training II - \$ from WEG0514   | \$0      | 12500   | \$10,989  | \$414        |         |
| Completed  | 18-Jun-06 | 18-Jun-06 | 24-Jun-06 | WEG0517 | US    | Request | 2 2                         | PSP Instructor Training-\$ from WEG0508 & WEG0510   | \$17,000 |         | \$15,355  | \$15,355     |         |
| Completed  | 01-Mar-05 | 18-Jun-06 | 24-Jun-06 | WEG0507 | US    | Plan    | 5 5                         | IT Assoc. on Capacity Building OST NVTC   | \$38,438 |         | \$27,582  | \$27,582     |         |

**Participants:** **Surplus:**

**Summary for SO-16 Environment for Trade and I 67** \$348,242 \$330,882 \$261,427 \$109,918 \$12,977

**Commitments for SO-16 Environment for Trade a 51**

**SO-16 Environment for Trade and Investment Strengthened National Council for Women - 258**

| Imp>Status | Initial   | Start     | End       | FID     | Loc   | Source  | Participants<br>Plan Actual | Program Name  | Plan    | Revised | Committed | Unpaid Comm. | Surplus |
|------------|-----------|-----------|-----------|---------|-------|---------|-----------------------------|---|---------|---------|-----------|--------------|---------|
| Planned    | 01-Jun-05 | 30-Jun-06 | 30-Jun-06 | WEG1210 | 3rd-C | Plan    | 2 0                         | 75th Anniversary of BPW   | \$7,844 | 4040    | \$0       | \$0          |         |
| Cancelled  | 13-Feb-05 | 01-May-05 | 30-May-05 | WEG1204 | In-C  | Request | 1 0                         | Managerial Skills-\$ from WEG7501   | \$0     | 252     | \$0       | \$0          |         |
| Completed  | 06-Dec-04 | 06-Dec-04 | 08-Dec-04 | WEG1201 | In-C  | Plan    | 4 4                         | Sanabel Conference  | \$1,150 |         | \$1,093   | \$0          | \$57    |
| Completed  | 13-Feb-05 | 13-Feb-05 | 17-Mar-05 | WEG1202 | In-C  | Request | 21 19                       | Basic & Advanced Microsoft Office-\$ from WEG7501-\$ savings used in WEG1205/06 | \$0     | 4093    | \$4,062   | \$0          | \$31    |
| Completed  | 12-Feb-05 | 16-Feb-05 | 05-Mar-05 | WEG1203 | In-C  | Request | 60 35                       | Introduction to GIS-\$ from WEG7501/\$ Savings used in WEG1208                  | \$0     | 2743    | \$2,741   | \$0          | \$2     |
| Completed  | 06-Mar-05 | 06-Mar-05 | 09-Mar-05 | WEG1205 | 3rd-C | Request | 1 1                         | 7th Wolbex Woman in Business Conference-\$ from WEG1202                         | \$0     | 1427    | \$1,427   | \$0          | \$0     |
| Completed  | 11-Mar-05 | 12-Mar-05 | 16-Mar-05 | WEG1206 | 3rd-C | Request | 1 1                         | The International Islamic Finance Forum-\$ from WEG7501                         | \$0     | 3543    | \$3,543   | \$0          | \$0     |
| Completed  | 26-Mar-05 | 26-Mar-05 | 30-Mar-05 | WEG1207 | 3rd-C | Request | 2 2                         | The 2nd Middle East Best Practice Conference-\$ from WEG7501                    | \$0     | 5675    | \$5,487   | \$0          | \$188   |
| Completed  | 26-Apr-05 | 26-Apr-05 | 03-May-05 | WEG1208 | In-C  | Request | 20 10                       | Basic & Technical Writing in English-\$ from WEG1203                            | \$0     | 6615    | \$3,368   | \$0          | \$3,247 |
| Completed  | 01-Apr-05 | 15-May-05 | 19-May-05 | WEG1209 | In-C  | Plan    | 15 10                       | Basic Sales & Effective Internet Sales Skills                                   | \$2,835 |         | \$2,082   | \$0          | \$753   |

Participants

Budget

**Summary for SO-16 Environment for Trade and I** <sup>126</sup> **\$11,829** **\$32,121** **\$23,802** **\$0** **\$4,279**

**Commitments for SO-16 Environment for Trade a** <sup>82</sup>

**SO-16 Environment for Trade and Investment Strengthened Small and Micro Enterprise Development - 212**

|           |           |           |           |         |       |         |        |  |          |       |          |     |          |
|-----------|-----------|-----------|-----------|---------|-------|---------|--------|--|----------|-------|----------|-----|----------|
| Completed | 06-Dec-04 | 06-Dec-04 | 08-Dec-04 | WEG7503 | In-C  | Request | 60 300 | Microfinance Network for the Arab Countries                      | \$25,735 | 23028 | \$23,028 | \$0 | \$0      |
| Completed | 01-Jan-05 | 20-Mar-05 | 09-Jun-05 | WEG7501 | In-C  | Plan    | 250 40 | Small Business Lending Techniques-\$ used in WEG1202/03/04/05/06 | \$79,265 | 50000 | \$19,520 | \$0 | \$30,480 |
| Completed | 01-Nov-04 | 26-Nov-05 | 01-Dec-05 | WEG7502 | 3rd-C | Plan    | 3 5    | International Training   | \$40,000 |       | \$6,465  | \$0 | \$33,535 |

Participants

Budget

**Summary for SO-16 Environment for Trade and I** <sup>313</sup> **\$145,000** **\$113,028** **\$49,014** **\$0** **\$64,015**

**Commitments for SO-16 Environment for Trade a** <sup>345</sup>

| Prog Status  | Initial | Start | End | PID | Loc | Source | Participants<br>Plan Actual | Program Name   | Plan        | Revised     | Committed   | Unpaid Comm. | Surplus   |
|--|---------|-------|-----|-----|-----|--------|-----------------------------|----------------|-------------|-------------|-------------|--------------|-----------|
| <b>Total Summary for SO-16 Environme</b>           |         |       |     |     |     |        | <u>Participants</u>         | <u>Surplus</u> |             |             |             |              |           |
| <i>Summary for SO-16 Environment for Trade and</i> |         |       |     |     |     |        | 2,063                       |                | \$2,402,004 | \$2,248,053 | \$1,805,778 | \$175,766    | \$292,639 |
| <i>Commitments for SO-16 Environment for Trade</i> |         |       |     |     |     |        | 1,914                       |                |             |             |             |              |           |

| ImpStatus | Initial | Start | End | PID | Loc | Source | Participants<br>Plan Actual | Program Name | Plan | Revised | Committed | Unpaid Comm. | Surplus |
|-----------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|---------|
|-----------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|---------|

**SO-20 Healthier Planned Families CHL - 287.05**

|           |  |           |           |           |         |       |      |     |                                  |          |  |          |     |       |
|-----------|--|-----------|-----------|-----------|---------|-------|------|-----|----------------------------------|----------|--|----------|-----|-------|
| Completed |  | 05-Jun-05 | 05-Jun-05 | 19-Jun-05 | WEG3401 | 3rd-C | Plan | 8 8 | Advances in Health Communication | \$42,500 |  | \$41,842 | \$0 | \$658 |
|-----------|--|-----------|-----------|-----------|---------|-------|------|-----|----------------------------------|----------|--|----------|-----|-------|

|  |  |  |  |  |  |  |  |  |   |               |          |          |          |     |       |
|--|--|--|--|--|--|--|--|--|---|---------------|----------|----------|----------|-----|-------|
|  |  |  |  |  |  |  |  |  | <b>Participants</b>                                     | <b>Budget</b> |          |          |          |     |       |
|  |  |  |  |  |  |  |  |  | <b>Summary for SO-20 Healthier Planned Families-C</b>   | 8             | \$42,500 | \$42,500 | \$41,842 | \$0 | \$658 |
|  |  |  |  |  |  |  |  |  | <b>Commitments for SO-20 Healthier Planned Families</b> | 8             |          |          |          |     |       |

**SO-20 Healthier Planned Families HMHC - 287.01**

**MAARD1**

|           |  |           |           |           |         |    |      |       |  |           |       |          |     |         |
|-----------|--|-----------|-----------|-----------|---------|----|------|-------|--|-----------|-------|----------|-----|---------|
| Completed |  | 01-Jan-05 | 17-Sep-05 | 01-Oct-05 | WEG2101 | US | Plan | 11 11 | Training of Nurses on Recent Advances in Neonatal Care | \$101,500 | 64000 | \$61,459 | \$0 | \$2,541 |
|-----------|--|-----------|-----------|-----------|---------|----|------|-------|--|-----------|-------|----------|-----|---------|

|  |  |  |  |  |  |  |  |  |   |               |           |          |          |     |         |
|--|--|--|--|--|--|--|--|--|---|---------------|-----------|----------|----------|-----|---------|
|  |  |  |  |  |  |  |  |  | <b>Participants</b>                                     | <b>Budget</b> |           |          |          |     |         |
|  |  |  |  |  |  |  |  |  | <b>Summary for SO-20 Healthier Planned Families-H</b>   | 11            | \$101,500 | \$64,000 | \$61,459 | \$0 | \$2,541 |
|  |  |  |  |  |  |  |  |  | <b>Commitments for SO-20 Healthier Planned Families</b> | 11            |           |          |          |     |         |

**MAARD2**

|           |  |           |           |           |         |    |      |     |  |          |  |          |     |     |
|-----------|--|-----------|-----------|-----------|---------|----|------|-----|--|----------|--|----------|-----|-----|
| Completed |  | 04-Apr-04 | 17-Sep-05 | 01-Oct-05 | WEG2102 | US | Plan | 0 0 | Training of Nurses on Recent Advances in Neonatal Care-MAARD 2 | \$37,604 |  | \$37,604 | \$0 | \$0 |
|-----------|--|-----------|-----------|-----------|---------|----|------|-----|--|----------|--|----------|-----|-----|

|  |  |  |  |  |  |  |  |  |   |               |          |          |          |     |     |
|--|--|--|--|--|--|--|--|--|---|---------------|----------|----------|----------|-----|-----|
|  |  |  |  |  |  |  |  |  | <b>Participants</b>                                     | <b>Budget</b> |          |          |          |     |     |
|  |  |  |  |  |  |  |  |  | <b>Summary for SO-20 Healthier Planned Families-H</b>   | 0             | \$37,604 | \$37,604 | \$37,604 | \$0 | \$0 |
|  |  |  |  |  |  |  |  |  | <b>Commitments for SO-20 Healthier Planned Families</b> | 0             |          |          |          |     |     |

**SO-20 Healthier Planned Families HWD - 287.06**

|           |  |           |           |           |         |    |      |     |  |         |  |         |     |      |
|-----------|--|-----------|-----------|-----------|---------|----|------|-----|--|---------|--|---------|-----|------|
| Terminate |  | 12-Dec-04 | 12-Dec-04 | 30-Dec-04 | WEG3504 | US | Plan | 0 0 | Termination Fees for Leadership and Total Quality Management | \$1,700 |  | \$1,680 | \$0 | \$20 |
|-----------|--|-----------|-----------|-----------|---------|----|------|-----|--|---------|--|---------|-----|------|

|           |  |           |           |           |         |       |      |       |                                     |           |       |          |     |       |
|-----------|--|-----------|-----------|-----------|---------|-------|------|-------|-------------------------------------|-----------|-------|----------|-----|-------|
| Completed |  | 01-Dec-04 | 04-Dec-04 | 14-Dec-04 | WEG3502 | 3rd-C | Plan | 20 14 | Improving Health Education Skills-I | \$110,000 | 49000 | \$48,180 | \$0 | \$620 |
|-----------|--|-----------|-----------|-----------|---------|-------|------|-------|-------------------------------------|-----------|-------|----------|-----|-------|

|           |  |           |           |           |         |    |      |       |   |           |        |           |     |         |
|-----------|--|-----------|-----------|-----------|---------|----|------|-------|---|-----------|--------|-----------|-----|---------|
| Completed |  | 01-Dec-04 | 05-Dec-04 | 23-Dec-04 | WEG3501 | US | Plan | 20 20 | Education Technology Curriculum Development | \$120,000 | 130000 | \$124,331 | \$0 | \$5,669 |
|-----------|--|-----------|-----------|-----------|---------|----|------|-------|---|-----------|--------|-----------|-----|---------|

|  |  |  |  |  |  |  |  |  |   |               |           |           |           |     |         |
|--|--|--|--|--|--|--|--|--|---|---------------|-----------|-----------|-----------|-----|---------|
|  |  |  |  |  |  |  |  |  | <b>Participants</b>                                     | <b>Budget</b> |           |           |           |     |         |
|  |  |  |  |  |  |  |  |  | <b>Summary for SO-20 Healthier Planned Families-H</b>   | 40            | \$231,700 | \$180,700 | \$174,192 | \$0 | \$6,508 |
|  |  |  |  |  |  |  |  |  | <b>Commitments for SO-20 Healthier Planned Families</b> | 34            |           |           |           |     |         |

**SO-20 Healthier Planned Families IDSR - 287.03**

| Imp Status  | Initial   | Start     | End       | PID     | Loc   | Source | Participants<br>Plan Actual | Program Name   | Plan      | Revised   | Committed | Unpaid Comm. | Surplus  |
|---|-----------|-----------|-----------|---------|-------|--------|-----------------------------|--|-----------|-----------|-----------|--------------|----------|
| <b><u>MAARD1</u></b>                                  |           |           |           |         |       |        |                             |  |           |           |           |              |          |
| Planned   | 01-Aug-05 | 30-Jun-06 | 30-Jun-06 | WEG2409 | In-C  | Plan   | 0 0                         | Holding Figure for IDSR-MAARD 1                                      | \$14,794  |           | \$0       | \$0          |          |
| Cancelled   | 01-Dec-04 | 15-Aug-05 | 30-Aug-05 | WEG2402 | US    | Plan   | 2 0                         | Leadership & Total Quality Management                                | \$19,000  |           | 0         | \$0          | \$0      |
| Cancelled   | 01-Sep-05 | 01-Sep-05 | 15-Sep-05 | WEG2404 | In-C  | Plan   | 20 0                        | CEPA Preparation Course  | \$6,614   |           | 0         | \$0          | \$0      |
| Cancelled   | 01-Sep-05 | 18-Sep-05 | 08-Oct-05 | WEG2403 | US    | Plan   | 1 0                         | Clinical Training for Physicians, Nurses and Lab Technicians         | \$8,180   |           | 0         | \$0          | \$0      |
| Completed   | 01-Dec-04 | 21-Nov-04 | 11-Dec-04 | WEG2401 | US    | Plan   | 4 4                         | HIV Management   | \$30,500  | 33000     | \$31,380  | \$0          | \$1,620  |
|   |           |           |           |         |       |        | <u>Participants</u>         | <u>Budget</u>  |           |           |           |              |          |
| <b>Summary for SO-20 Healthier Planned Families-I</b> |           |           |           |         |       |        | 4                           |  | \$79,088  | \$47,794  | \$31,380  | \$0          | \$1,620  |
| <b>Commitments for SO-20 Healthier Planned Famili</b> |           |           |           |         |       |        | 4                           |  |           |           |           |              |          |
| <b><u>MAARD2</u></b>                                  |           |           |           |         |       |        |                             |  |           |           |           |              |          |
| Cancelled   | 14-Aug-05 | 14-Aug-05 | 21-Aug-05 | WEG2405 | 3rd-C | Plan   | 9 16                        | TB/HIV Collaboration Activities Managemnet Course-\$ used in WEG2407 | \$11,700  |           | 0         | \$0          | \$0      |
| Completed   | 01-Jul-05 | 01-Jul-05 | 02-Jul-05 | WEG2408 | In-C  | Plan   | 0 0                         | Penalty fees for TQM cancellation                                    | \$420     |           | \$420     | \$0          | \$0      |
| Completed   | 05-Sep-05 | 04-Sep-05 | 24-Sep-05 | WEG2406 | US    | Plan   | 9 6                         | Clinical Training for Physicians, Nurses, and Lab Technicians I      | \$77,880  |           | \$55,276  | \$0          | \$22,604 |
| Completed   | 19-Sep-05 | 18-Sep-05 | 08-Oct-05 | WEG2407 | US    | Plan   | 11 8                        | Clinical Training for Physicians, Nurses, and Lab Technicians II     | \$70,000  | 82063     | \$72,814  | \$0          | \$9,249  |
|   |           |           |           |         |       |        | <u>Participants</u>         | <u>Budget</u>  |           |           |           |              |          |
| <b>Summary for SO-20 Healthier Planned Families-I</b> |           |           |           |         |       |        | 20                          |  | \$160,000 | \$160,363 | \$128,510 | \$0          | \$31,853 |
| <b>Commitments for SO-20 Healthier Planned Famili</b> |           |           |           |         |       |        | 14                          |  |           |           |           |              |          |
| <b><u>Total Summary for SO-20 Healthier</u></b>       |           |           |           |         |       |        |                             |  |           |           |           |              |          |
| <b>Summary for SO-20 Healthier Planned Families(</b>  |           |           |           |         |       |        | 83                          |  | \$652,392 | \$532,961 | \$474,987 | \$0          | \$43,180 |
| <b>Commitments for SO-20 Healthier Planned Fami</b>   |           |           |           |         |       |        | 71                          |  |           |           |           |              |          |

| Imp Status | Initial | Start | End | PID | Loc | Source | Participants<br>Plan Actual | Program Name | Plan | Revised | Committed | Unpaid Comm. | Supplies |
|------------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|----------|
|------------|---------|-------|-----|-----|-----|--------|-----------------------------|--------------|------|---------|-----------|--------------|----------|

**SO-22 Basic Education Improved to Meet Market Demand Basic Education - 286**

|           |           |           |           |         |      |            |         |  |           |        |           |     |          |
|-----------|-----------|-----------|-----------|---------|------|------------|---------|--|-----------|--------|-----------|-----|----------|
| Planned   | 01-Jul-05 | 01-Jun-06 | 15-Jun-06 | WEG7404 | In-C | Plan       | 10 0    | Holding Figure-\$ used in WEG7405/06/07  | \$156,206 | 206    | \$0       | \$0 |          |
| Completed | 25-Sep-04 | 25-Sep-04 | 10-Oct-04 | WEG7401 | In-C | Plan       | 250 276 | School Support-Follow on   | \$53,500  |        | \$53,116  | \$0 | \$384    |
| Completed | 15-Feb-05 | 22-Mar-05 | 29-Mar-05 | WEG7402 | US   | Plan       | 10 7    | Education Reform-Ministerial OST-I-\$ Savings used in WEG7408  | \$150,000 | 110000 | \$104,033 | \$0 | \$5,967  |
| Completed | 01-Jun-05 | 07-May-05 | 16-May-05 | WEG7403 | US   | Plan       | 10 9    | Education Reform-Ministerial OST-II  | \$150,000 |        | \$79,275  | \$0 | \$70,725 |
| Completed | 11-Jun-05 | 11-Jun-05 | 02-Jul-05 | WEG7405 | US   | Request 2  | 4       | Improving Quality in Education Systems   | \$0       | 50000  | \$39,064  | \$0 | \$10,936 |
| Completed | 07-Aug-05 | 07-Aug-05 | 08-Aug-05 | WEG7408 | In-C | Request 57 | 60      | Educational Quality Seminar-\$ savings from WEG7402  | \$0       | 45000  | \$31,767  | \$0 | \$13,234 |
| Completed | 01-Aug-05 | 16-Aug-05 | 18-Aug-05 | WEG7406 | In-C | Request 20 | 44      | Secondary Education Reform: Matching Knowledge and Skills to Markets and Budgets I-\$ Inc. from 7407 | \$0       | 35000  | \$27,320  | \$0 | \$7,680  |

**Summary for SO-22 Basic Education Improved to** Participants 359 Budget \$509,706 \$443,706 \$334,575 \$0 \$108,925

**Commitments for SO-22 Basic Education Improve** 400

**Total Summary for SO-22 Basic Educ**

**Summary for SO-22 Basic Education Improved t** Participants 359 Budget \$509,706 \$443,706 \$334,575 \$0 \$108,925

**Commitments for SO-22 Basic Education Improv** 400

95 total training programs

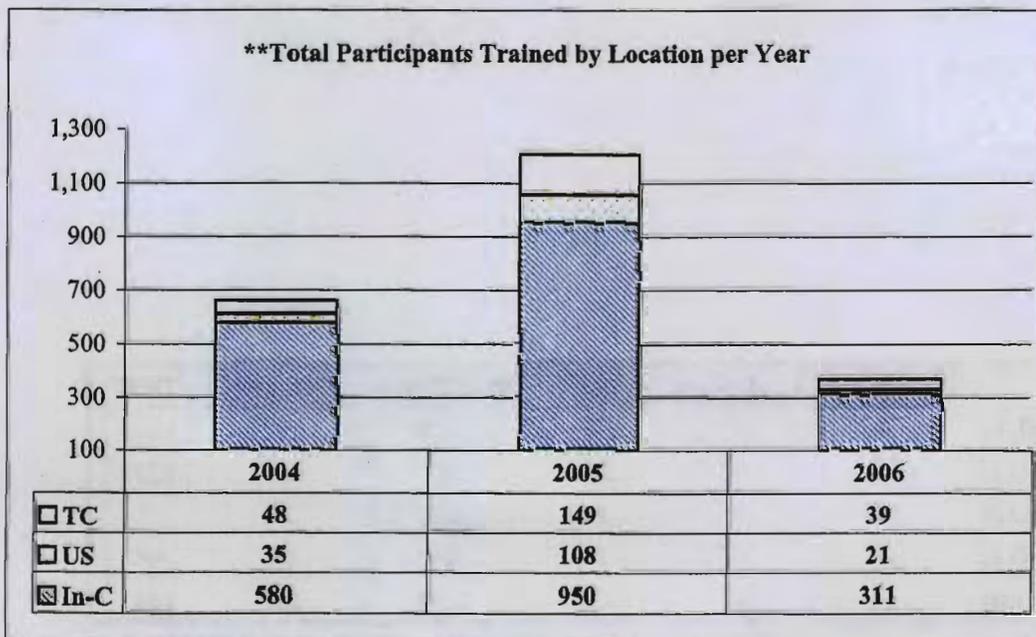
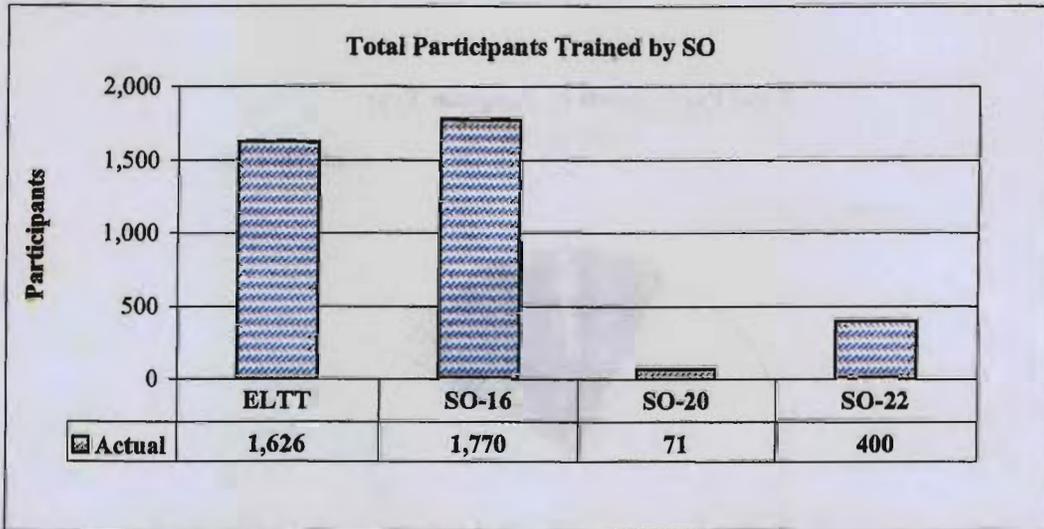
**Grand Totals:**

**Commitment Total**

| <u>Participants</u> | <u>Budget</u>   |
|---------------------|---|
| 3,005 3,917         | \$4,115,720 \$4,332,851 \$3,719,618 \$361,767 \$444,745 |
| 4,011               |   |

**Annex 3a: Participant Data to Date**

| Location     | In-C * | US  | 3rd-C | Grand Total |
|--------------|--------|-----|-------|-------------|
| <b>Total</b> | 3,467  | 164 | 236   | 3,867       |

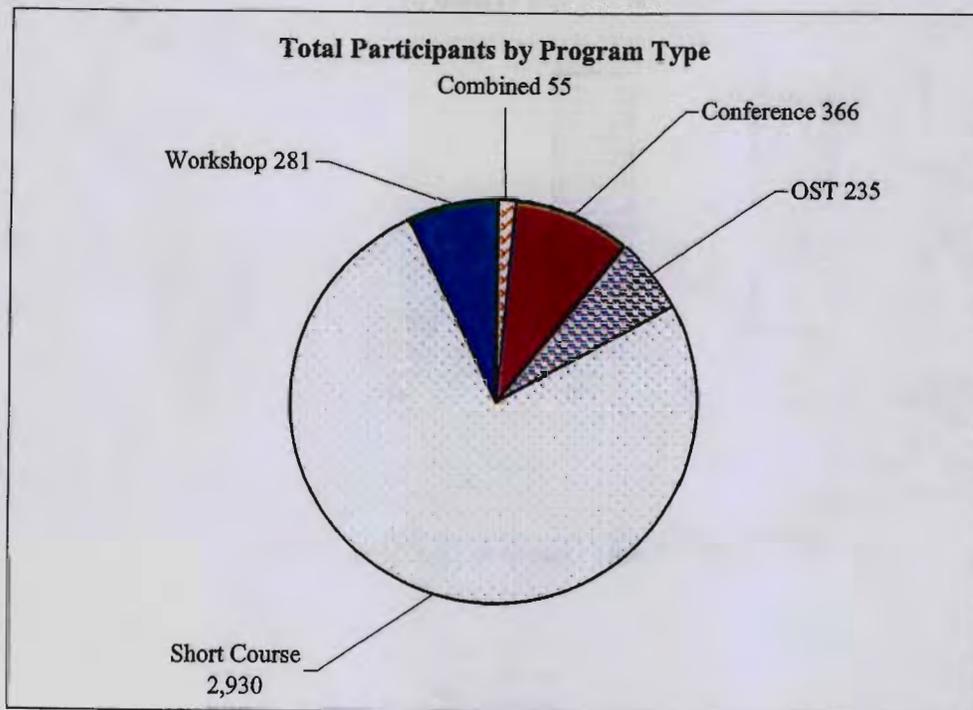


\*The total number of participants trained in-country includes the 1,626 ELTT participants.  
 558 ELTT participants were recorded in our previous QPRs.

\*\* Total Participants Trained by Location per Year does not include the 1,626 ELTT participants.

Date Run: June 28, 2006

**Annex 3b: Participant Data to Date**



|              | Combined | Conference | OST | Short Course | Workshop | Total |
|--------------|----------|------------|-----|--------------|----------|-------|
| <b>ELTT</b>  | 0        | 0          | 0   | 1,626        | 0        | 1,626 |
| <b>SO 16</b> | 55       | 322        | 205 | 987          | 201      | 1,770 |
| <b>SO 20</b> | 0        | 0          | 14  | 37           | 20       | 71    |
| <b>SO 22</b> | 0        | 44         | 16  | 280          | 60       | 400   |
| <b>Total</b> | 55       | 366        | 235 | 2,930        | 281      | 3,867 |

Data Run: June 28, 2006



**WORLD LEARNING**  
**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING**  
**USAID/KENYA**  
**AGRICULTURE TRAINING AND CAPACITY BUILDING**  
**QUARTERLY REPORT**  
**November 18, 2005 – February 17, 2006**

**Task Order No.: 802**  
**Effective Dates: 8/17/02 – 06/30/06**  
**Contract Total: \$533,015**  
**Obligated Amount: \$533,015**

This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Africa-America Institute (AAI), from November 18, 2005 through February 17, 2006, under the Strategic Technical Assistance for Results with Training Indefinite Quantity Contract (IQC) No. EEE-I-00-01-00016-00, Task Order No. 802, with the U.S. Agency for International Development.

The report is organized as follows: Summary, Activities, Concerns/Constraints, and Recommended Actions. **Summary** provides an overview of the entire Task Order. **Activities** describes the accomplishments during the reporting period toward fulfilling the major tasks and deliverables under the Task Order. **Concerns/Constraints** describes any issues and/or problems toward fulfilling the major tasks and deliverables under the Task Order. **Recommended Actions** describes proposed solutions to address any concerns and/or constraints toward fulfilling the major tasks and deliverables under the Task Order.

## **I. SUMMARY**

USAID/Kenya issued this three-year Task Order in August 2002 for assistance in training implementation that will support and enhance the achievement of the Mission's Integrated Strategic Plan, specifically Strategic Objective seven, to increase rural household incomes. Training and capacity building specifically target the agriculture sector. The primary target groups include current public and private sector employees of agricultural institutions who will need new skills to function effectively in an increasingly liberalized economy within a globalized world. In March 2005 the Mission requested World Learning/AAI to develop a customized short-term program for one Kenya participant in the general areas of anti-corruption, transparency and accountability. In order to add this one participant to the Task Order, the Mission added \$33,015 in funds through Modification 1 dated in March 2005, raising the total price of the Task Order to \$533,015.

In August 2005, the Mission approved Modification 2, extending the Task Order end date to June 30, 2006.

## II. ACTIVITIES

### PROGRAM HIGHLIGHTS

World Learning and AAI continued to monitor two continuing long-term academic participants studying under this Task Order. The two participants have excelled in their studies this year. Mr. Mutuku Muendo Kavoi, currently studying at Colorado State University, is scheduled to receive a Ph.D. degree in June 2007. During this reporting period, Mr. Kavoi submitted for review a revised research proposal and budget for research scheduled from June 2006 to January 2007 in Kenya. The Mission has approved his travel for his research. Mrs. Margaret Onyango is progressing in her Ph.D. degree studies in horticulture at the University of Hawaii at Manoa. She returned from Kenya, where she conducted her field research from August to December 2005. She is on track to complete her studies in December 2007.

### PARTICIPANT SUMMARIES

#### AGRICULTURE STRATEGIC OBJECTIVE

##### Ph.D. – Agricultural Economics

*Mr, KAVOI, Mutuku Muendo – Tegemeo Institute of Agricultural Policy and Management at Egerton University; Colorado State University, Fort Collins, CO, August 2003 – June 2007*

**Summary:** For the Fall 2005 semester, Mr. Kavoi registered for and successfully completed the following courses: Economics of Natural Resources (3 credits): A+; Independent Study (3 credits): A; and Microeconomics Analysis II (3 credits): A-.

In November 2005, Mr. Kavoi submitted, through World Learning/AAI, his thesis research proposal and budget to be conducted in Kenya from June 2006 to January 2007. The goal of his study is to enhance the efficiency of smallholder dairy farms in the marginal zones of Kenya and to improve the opportunities and the welfare of the farmers in the region. On March 6<sup>th</sup>, 2006 the Mission approved his proposal and budget.

For the Spring 2006 semester, Mr. Kavoi is enrolled in the following courses: Macroeconomics (3 credits), and 6 credits of Dissertation research.

##### Ph.D. – (Horticulture) Tropical Plant & Soil Sciences

*Ms. ONYANGO, Margaret– Agricultural Research Institute (KARI); University of Hawaii at Manoa, Honolulu, HI, August 2004 – December 2007*

**Summary:** During the Fall 2005 semester, Margaret traveled to Kenya to conduct Phase 1 of her thesis research. She left Hawaii in August 2005 for Kenya to conduct her field research on the apple banana and returned to Hawaii on December 31, 2005.

289

Her field research consisted of the following activities:

- An import permit was obtained from Kenya Plant Health Inspectorate Services (KEPHIS) in Nairobi to be able to collect banana leaf and sucker samples from Tanzania, Rwanda and Uganda. Collection of banana leaf samples activity started in September 2005.
- From September to mid-October, banana leaf samples were collected from Rwanda, Arusha and Zanzibar in Tanzania, Entebbe in Uganda and Kisii and Nairobi-Thika in Kenya.
- From the collected leaf materials, successful DNA extraction was done between October and December 2005 at IITA, ILRI – Nairobi.
- Two trials were set up at KARI-Kisii and planting done on October 28<sup>th</sup> 2005.
- Suckers of the banana accessions were sourced and taken to the tissue culture laboratory for multiplication for subsequent use in ploidy determination at the University of Hawaii at Manoa. The success rate of initiation was only 40% because the protocol of the media to use for some of the accessions had not been optimized. It was therefore necessary to give the lab more time and to make further arrangements with the tissue culture laboratory for the material to be multiplied and to be shipped to the University of Hawaii at Manoa later in April 2006.
- The extracted DNA for the 64 banana accessions was brought back to the University of Hawaii at Manoa. Using simple sequence repeat (SSR) primers for DNA fingerprinting, the genetic relationships of various AAB/ AB ‘Apple’ dessert group and that of the dessert/cooking AA ‘Muraru’ will be determined.

Margaret has already begun working at the laboratory at the University of Hawaii at Manoa. However, the university has not yet determined how to process payment for Margaret’s lab costs, as they do not have a history of hosting USAID-funded PhD candidates conducting research in their plant labs. AAI is working with Margaret’s Academic Advisor, Dr. Manshardt, and the university to determine how best to set up a payment system.

For the Spring 2006 semester, Margaret is enrolled in the following courses: Graduate Seminar (1 credit); Molecular Genetics (3 credits); Molecular Taxonomy (3 credits) and 4 credits for her Dissertation research.

### **III. CONCERNS/CONSTRAINTS**

#### **A. ADMINISTRATIVE ISSUES**

1) Please note that while the Task Order runs through June 30, 2006, two participants will continue in their training programs after this date. World Learning will communicate with the Mission as to how they would like to handle the remaining training for both participants beyond June 30, 2006.

Anticipated participant completion dates follow:

| <u>Name</u>         | <u>Completion Date</u> |
|---------------------|------------------------|
| Mutuku Muendo KAVOI | June 2007              |
| Margaret ONYANGO    | December 2007          |

2) In April 2004, AAI staff learned that SEVIS identified Abner Ingosi, Betty Kibaara, and Mutuku Muendo Kavoi as no shows because their status was not changed to "in training" once they began their programs. In May 2005 AAI was required to re-enter Mr. Kavoi's information in TraiNet in order to generate a new DS-2019 permitting him to return to US upon completion of his exploratory research in Kenya in July 2005. Abner Ingosi and Betty Kibaara's records continue to be in "No-Show" status, although both participants have returned to Kenya. Since USAID/Kenya entered the participants into SEVIS, AAI is working with the Mission and Ms. Marina Gelles, USAID visa specialist, to rectify this situation.

#### **B. PARTICIPANT ISSUES**

1. Margaret has already begun working at the laboratory at the University of Hawaii at Manoa. However, the university has not yet determined how to process payment for Margaret's lab costs, as they do not have a history of hosting USAID-funded PhD candidates conducting research in their plant labs. AAI is working with Margaret's Academic Advisor, Dr. Manshardt, and the university to determine how best to set up a payment system.

#### **IV. RECOMMENDED ACTIONS**

World Learning and AAI have no recommendations at this time.

291

## **ATTACHMENT A**

### **EVALUATIONS OF TRAINING**

The World Learning team conducted a campus visit to Colorado State University from May 11-13, 2005. The campus visit report has been submitted to the Mission. The World Learning team does not anticipate making a campus visit to the University of Hawaii. The World Learning team will continue to monitor and evaluate Ms. Margaret Onyango via telephone calls and email correspondence with the International Student Services Office and Ms. Onyango's Academic Advisor.

Betty Kibaara and Abner Ingosi both submitted completed Training Conclusion Instruments before their departure from the US. They stated that their programs were relevant to their work and they plan to use their newly acquired skills and knowledge within their workplace.

## ATTACHMENT B

### SUMMARY OF PARTICIPANT ACTIVITY

#### **Agriculture SO**

|  | TOTAL | MALE | FEMALE |
|--|-------|------|--------|
| Nominated this quarter                 | 0     |      |        |
| Active, still in training this quarter | 2     | 1    | 1      |
| Completed this quarter                 | 0     |      |        |
| Completed previous quarters            | 2     | 1    | 1      |
| Cancelled this quarter                 | 0     |      |        |
| Cancelled previous quarters            | 0     |      |        |
| Pending at the end of this quarter     | 0     |      |        |

#### **Democracy and Governance SO**

|  | TOTAL | MALE | FEMALE |
|--|-------|------|--------|
| Nominated this quarter                 | 0     | 0    |        |
| Active, still in training this quarter | 0     |      |        |
| Completed this quarter                 | 0     |      |        |
| Completed previous quarters            | 1     | 1    |        |
| Cancelled this quarter                 | 0     |      |        |
| Cancelled previous quarters            | 0     |      |        |
| Pending at the end of this quarter     | 0     |      |        |

**WORLD LEARNING  
STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING  
USAID/KENYA  
AGRICULTURE TRAINING AND CAPACITY BUILDING  
QUARTERLY REPORT  
February 18, 2006 – May 17, 2006**

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Effective Dates: 8/17/02 – 6/30/06  
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## II. ACTIVITIES

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### PARTICIPANT SUMMARIES

#### AGRICULTURE STRATEGIC OBJECTIVE

##### Ph.D. – Agricultural Economics

*Mr, KAVOI, Mutuku Muendo – Tegemeo Institute of Agricultural Policy and Management at Egerton University; Colorado State University, Fort Collins, CO, August 2003 – June 2007*

**Summary:** For the Spring 2006 semester, Mutuku registered for and successfully completed the following courses: Macroeconomics (3 credits): A-. He also continued to prepare for his thesis research and dissertation. His cumulative GPA is 3.97 out of a possible 4.00.

In November 2005, Mutuku submitted, through World Learning/AAI, his proposal and budget seeking support for his thesis research, which he plans to conduct in Kenya from June 2006 to January 2007. The goal of his study is to enhance the efficiency of smallholder dairy farms in the marginal zones of Kenya and to improve the opportunities and the welfare of the farmers in the region. The Mission approved his proposal and budget on March 6, 2006. Shortly thereafter, in May, Mutuku traveled to Kenya to begin his thesis research. Upon completion in January 2007, he will return to the U.S. to finish the last six months of his Ph.D. degree.

##### Ph.D. – (Horticulture) Tropical Plant & Soil Sciences

*Mrs. ONYANGO, Margaret– Agricultural Research Institute (KARI); University of Hawaii at Manoa, Honolulu, HI, August 2004 – December 2007*

**Summary:** During the Spring 2006 semester, Margaret registered for and successfully completed the following courses: Graduate Seminar (1 credit): B+; Molecular Genetics of Crops (3 credits): B; Molecular Genetics (1 credit): A. She was also enrolled in 4 credits of Directed Research. Her cumulative GPA is 3.68.

295

Throughout the Summer 2006 semester, Margaret will continue to work in the laboratory at the University of Hawaii at Manoa. AAI is working with Margaret's Academic Advisor, Dr. Manshardt, and the university to finalize a payment system for her laboratory costs.

### III. CONCERNS/CONSTRAINTS

#### A. ADMINISTRATIVE ISSUES

1. Please note that while the Task Order runs through June 30, 2006, two participants will continue in their training programs after this date. World Learning submitted a budget on May 17, 2006 requesting a Task Order extension to continue providing support for the remaining participants whose anticipated completion dates follow:

| <u>Name</u>         | <u>Completion Date</u> |
|---------------------|------------------------|
| Mutuku Muendo KAVOI | June 2007              |
| Margaret ONYANGO    | December 2007          |

As the START prime contract ends on August 27, 2006, and the latest date a Task Order may be extended is through August 26, 2007, World Learning has requested an extension through this date. If the Mission plans to support the final training participant, Margaret Onyango, all the way through the end of her program in December 2007, World Learning will gladly work with USAID to explore other options, per the Mission's request.

2. In April 2004, AAI staff learned that SEVIS identified Abner Ingosi, Betty Kibaara, and Mutuku Muendo Kavoi as "no-shows" because their status was not changed to "in training" once they began their programs. In May 2005, AAI was required to re-enter Mr. Kavoi's information in TraiNet in order to generate a new DS-2019 permitting him to return to the U.S. upon completion of his exploratory research in Kenya in July 2005. Abner Ingosi and Betty Kibaara's records still continue to be in "No-Show" status, although both participants have returned to Kenya. Since USAID/Kenya entered the participants into SEVIS, AAI cannot correct the errors without Mission assistance. AAI has been working closely with the Mission and USAID Visa Specialist, Ms. Marina Gelles, to rectify this situation.

#### B. PARTICIPANT ISSUES

In February 2006, Mutuku informed World Learning/AAI that his DS-2019 Form would expire in August 18, 2006. Because his program is scheduled to complete in June 2007, AAI updated his TraiNet and subsequently his VCS record in April 2006 to extend his program end date in SEVIS through June 30, 2007. The USAID/Washington DC Responsible Officer will print a new DS-2019 Form and send it to the USAID/Kenya Mission. Mutuku has been informed that he will need to retrieve his new DS-2019 Form from the USAID office in Nairobi and obtain a new J-1 visa prior to his return to the US in January 2007.

#### **IV. RECOMMENDED ACTIONS**

World Learning and AAI have no recommendations at this time.

297

## **ATTACHMENT A**

### **EVALUATIONS OF TRAINING**

The World Learning team conducted a campus visit to Colorado State University from May 11-13, 2006. The campus visit report has been submitted to the Mission. The World Learning team does not anticipate making a campus visit to the University of Hawaii. The World Learning team will continue to monitor and evaluate Ms. Margaret Onyango via telephone calls and email correspondence with the International Student Services Office and Ms. Onyango's Academic Advisor.

## ATTACHMENT B

### SUMMARY OF PARTICIPANT ACTIVITY

#### Agriculture SO

|   | <b>TOTAL</b> | <b>MALE</b> | <b>FEMALE</b> |
|---|--------------|-------------|---------------|
| Nominated this quarter                    | 0            |             |               |
| Active, still in training this quarter    | 2            | 1           | 1             |
| Completed this quarter                    | 0            |             |               |
| Completed previous quarters               | 2            | 1           | 1             |
| Cancelled this quarter                    | 0            |             |               |
| Cancelled previous quarters               | 0            |             |               |
| Pending at the end of this quarter        | 0            |             |               |
| <b>Total Agriculture SO Participants:</b> | <b>4</b>     | <b>2</b>    | <b>2</b>      |

#### Democracy and Governance SO

|  | <b>TOTAL</b> | <b>MALE</b> | <b>FEMALE</b> |
|--|--------------|-------------|---------------|
| Nominated this quarter                           | 0            | 0           |               |
| Active, still in training this quarter           | 0            |             |               |
| Completed this quarter                           | 0            |             |               |
| Completed previous quarters                      | 1            | 1           |               |
| Cancelled this quarter                           | 0            |             |               |
| Cancelled previous quarters                      | 0            |             |               |
| Pending at the end of this quarter               | 0            |             |               |
| <b>Total Democracy and Gov. SO Participants:</b> | <b>1</b>     | <b>1</b>    |               |

**Grand Total:**                      **5**                      **3**                      **2**



**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING  
USAID/MALAWI  
AGRICULTURE TRAINING AND CAPACITY BUILDING  
QUARTERLY REPORT  
January 1, 2006 – March 31, 2006**

**Task Order No.: 807  
Effective Dates: 12/01/03 – 08/27/07  
Contract Total: \$2,139,748  
Obligated Amount: \$1,547,699.62**

This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Africa-America Institute (AAI), from January 1, 2006 through March 31, 2006, under the Strategic Technical Assistance for Results with Training Indefinite Quantity Contract (IQC) No. EEE-I-00-01-00016-00, Task Order No. 807, with the U.S. Agency for International Development.

The report is organized as follows: Summary, Activities, Concerns/Constraints, and Recommended Actions. **Summary** provides an overview of the entire Task Order. **Activities** describes the accomplishments during the reporting period toward fulfilling the major tasks and deliverables under the Task Order. **Concerns/Constraints** describes any issues and/or problems toward fulfilling the major tasks and deliverables under the Task Order. **Recommended Actions** describes proposed solutions to address any concerns and/or constraints toward fulfilling the major tasks and deliverables under the Task Order.

## **I. SUMMARY**

In December 2003, USAID/Malawi issued this Task Order to World Learning and AAI to assist the Mission—through long- and short-term US and third-country training—in implementing its training and capacity development program to effectively and efficiently support the achievement of its current and proposed strategic objectives. The Strategic Objectives that will be supported by the Task Order are: a) Sustainable Economic Growth; b) Democracy and Governance; c) Health Nutrition and Population; and d) Education. The Task Order was written to: develop methods to take advantage of new and innovative training methods and tools; leverage resources from private and public sector entities involved in training and related aspects of capacity development; anticipate ways to strengthen the capacity of local training organizations; and collaborate and develop synergies with the Mission's technical assistance contractors and other key partners.

This Task Order supports training for up to 130 participants in academic degree programs, short-term technical training, and observational study tours in the U.S. and third countries.

## **II. ACTIVITIES**

## PROGRAM HIGHLIGHTS

Under the START/Malawi Task Order, there are currently a total of 18 participants. Fifteen participants are studying Education degrees at Lakeland College in Sheboygan, Wisconsin. The other three are studying Health degrees at the Tropical Institute of Community Health and Development (TICH) in Kenya, Africa.

### Continuing Participants: (11)

During this quarter, World Learning and AAI continued to monitor 11 continuing participants. Ten are completing B.A. degrees in Education at Lakeland College. One participant, Mr. Humphreys Nsona, is continuing to pursue a Master's degree in Community Health and Development at TICH in Kenya, Africa.

### New Participants: (7)

Seven new participants have started their programs during this reporting period. A group of five participants who were originally scheduled to begin studying at Lakeland College in August 2005, but whose programs were postponed due to passport delays, successfully arrived in January 2006 to begin their B.A. degree programs in Education. World Learning/AAI welcomed the new students at Lakeland College during an orientation session and affirm that the participants are nicely settled into their new environment.

In January 2006, World Learning/AAI made arrangements for two additional participants, Mr. Laston Stima and Mr. John Sande, to travel to Kisumu, Kenya to begin their Master's degree programs in Community Health and Development at TICH. Both participants arrived on time to begin their courses as scheduled on January 5, 2006.

## EDUCATION STRATEGIC OBJECTIVE

All of the participants are progressing well in their respective academic programs, including the participants of the new cohort, Cohort 7.

### B.S. Education

#### **June 2006 Cohort Participants**

*Mr. Lloyd Chauluka, Chikala Full Primary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Lloyd is enrolled in the following courses: Managerial Accounting; Business Professional Rhetoric; Leadership Ethics; Math Teaching Techniques; Special Topics. Cumulative GPA: 3.78.

302

Lloyd is on track to successfully complete his degree in May 2006 and return to Malawi. Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Paschal Kayange, Mughona Chatu Mughese; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Paschal is enrolled in the following courses: Mathematics Teaching Techniques; Math-Middle Child to Early Adolescence; Special Topic: Education Administration in Malawi; Core III: Environment and Consumption; Community Relations for Nonprofits. Cumulative GPA: 3.65.

Paschal is on track to successfully complete his degree in May 2006 and return to Malawi. Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Alstarico Mbizi, Madisi Secondary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Alstarico is enrolled in the following courses: Marketing Principles; Business Finance; Early Childhood Teaching Techniques; Reading Teaching Techniques; Survey of Exceptional Person; Core III: Global Conflict and Cooperation. Cumulative GPA: 3.96.

Alstarico is on track to successfully complete his degree in May 2006 and return to Malawi. Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Mika Mankhwazi, Benga Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Mika is enrolled in the following courses: Math Teaching Techniques; Language Arts; Special Topics: Education Administration; Cognition and Learning; Aging: Biopsychology. Cumulative GPA: 3.68.

Mika is on track to successfully complete his degree in May 2006 and return to Malawi. Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Phillip Nachonie, Chikuge Primary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Phillip is enrolled in the following courses: Math Teaching Techniques; Special Topics: Education Administration; Math for Middle Childhood; Business Information Processing. Cumulative GPA: 3.36.

Phillip is on track to successfully complete his degree in May 2006 and return to Malawi. Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

### June 2007 Cohort Participants

*Ms. Stella Stima-Chauluka, Mdeka Lea School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Stella is enrolled in the following courses: Human Growth and Development; Language Arts; Core II; Math mid-Childhood; Community Relations; Internship in Nonprofit Management. Cumulative GPA: 3.52.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Emmanuel Kamanga, St. Jordan Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Emmanuel is enrolled in the following courses: Human Growth and Development; Language Art Teaching Techniques; Math for Elementary Teachers; Differential Equations; Core II; Physical Educational Teaching Technique. Cumulative GPA: 3.04.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Mickie Kumwamba, Nyodola Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester Mickie is enrolled in the following courses: Human Growth and Development; Language Arts; Physical Education; Core II: Gender Studies; Mathematics – Middle to Early Adolescents. Cumulative GPA: 3.19.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Rabson Madi, Zomba Learning Centre Private Primary & Nursery School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Rabson is enrolled in the following courses: Math Teaching Techniques; Language Arts and Soc; Human Growth and Development; Community Relations; Math – Middle Childhood; Internship (for credit). Cumulative GPA: 3.76.

Grades for this semester were not available at the time this report was written and will be

304

included in the next quarterly report.

*Mr. Dickson Msutu, Kamalibwe F.P. School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Dickson is enrolled in the following courses: Physical Education and Health Teaching Techniques; Mathematics Teaching Techniques; Language Arts and Social Studies Teaching Techniques; Human Growth and Development; Core II: Ideas of Human Nature; Math – Middle Child to Early Adolescence. Cumulative GPA: 3.72.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

### **December 2008 Cohort Participants**

*Ms. Chrissie Chisamba, Mkhota CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester Foster is enrolled in the following courses: Environmental Science; Introduction to Computer; Transition to America; Expository Writing and Religion in America.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Foster Magombo, Chiphoola CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester Foster is enrolled in the following courses: Environmental Science; Introduction to Computer; Transition to America; Expository Writing and Majority-Minority Relations.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mr. Kapera Mlowoka, Mbalachanda CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester Kapera is enrolled in the following courses: Environmental Science; Introduction to Computer; Transition to America; Expository Writing and Religion in America.

Grades for this semester were not available at the time this report was written and will be

included in the next quarterly report.

*Mr. Baxter Munthali, Luwazi CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester Baxter is enrolled in the following courses: Environmental Science; Introduction to Computer; Transition to America; Expository Writing and Majority-Minority Relations.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

*Mrs. Ndamyo Mwanyongo, Kasungu TTC; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester Ndamyo is enrolled in the following courses: Environmental Science; Introduction to Computer; Transition to America; Expository Writing and Majority-Minority Relations.

Grades for this semester were not available at the time this report was written and will be included in the next quarterly report.

## **HEALTH STRATEGIC OBJECTIVE**

### **Master's in Community Health and Development (Third Country Training)**

*Mr. Humphreys K. Nsona, Tropical Institute of Community Health and Development (TICH) in Africa, Kenya – August 2005 – August 2007*

**Summary:** Mr. Humphreys Nsona traveled to Malawi on December 14, 2005 for his situation analysis research. His research is being conducted in a community of Traditional Authority Mlonyeni/Mavwere in Mchinji District. His research focuses on the community accessibility of essential elements for dignified livelihood (EEDLS) as documented by the TICH model. His research is progressing satisfactorily, and he is scheduled to return to the TICH campus on April 30, 2006 to continue his studies.

*Mr. John Sande, Tropical Institute of Community Health and Development (TICH) in Africa, Kenya – January 2006 – December 2007*

**Summary:** Mr. John Sande traveled to Kisumu, Kenya on January 5, 2006 to begin his Master's program in Community Health and Development at the Tropical Institute of Community Health and Development (TICH). Mr. Sande has settled into his program and is progressing well. For the Spring 2006 semester, Mr. Sande is enrolled in the following modules: Concepts in

306

Health and Development; Health Policy, Planning and Systems Development; Management, Enterprise Development and Economics in Health; and Measurements in Health and Development.

During the Spring 2006 semester, Mr. Sande also completed a partnership practice in the Bondo district in Kenya. During his partnership period, he had the opportunity to become acquainted with the health facility's operations. His activities included a situation analysis, a feedback and joint planning workshop and conducting a SWOT analysis.

In March 2006, Mr. Sande submitted his proposal for his field attachment research. The Mission has approved his request and he is scheduled to depart on April 18, 2006 for Malawi where he will be through August 2006. His field attachment will be conducted in the Balaka district in Malawi. His research will focus on the community accessibility of essential elements for dignified livelihood (EEDLS) as documented by the TICH model. Activities will include working with the District Government Officials and other heads of departments and Government Ministries to introduce the partnership concept; meeting local leaders in the community, conduct a community situation analysis and compilation of the situation analysis report; organize a situation analysis feedback workshop; help the community to develop a task force to plan programs and assist the community to implement their project and monitor its implementation.

*Mr. Laston Stima, Tropical Institute of Community Health and Development (TICH) in Africa, Kenya – January 2006 – December 2007*

**Summary:** Mr. Laston Stima traveled to Kisumu, Kenya on January 5, 2006 to begin his Master's program in Community Health and Development at the Tropical Institute of Community Health and Development (TICH). Mr. Stima has settled into his program and is progressing well.

For the Spring 2006 semester, Mr. Stima is enrolled in the following modules: Concepts in Health and Development; Health Policy, Planning and Systems Development; Management, Enterprise Development and Economics in Health; and Measurements in Health and Development.

During the Spring 2006 semester, Mr. Stima also completed a partnership practice at the Sub District Hospital in Kisumu, Kenya. His activities included an entry and situation analysis, a feedback workshop and facilitating participatory planning workshop and conducting a Community Based Information System assessment.

In March 2006, Mr. Sande submitted his proposal for his field attachment research in Malawi. The Mission has approved his request and he is scheduled to depart on April 18, 2006 for Malawi where he will be through August 2006. His field attachment will be conducted in the Salima district in Malawi. His research will focus on the community accessibility of essential elements for dignified livelihood (EEDLS) as documented by the TICH model.

**III. CONCERNS/CONSTRAINTS**

**A. ADMINISTRATIVE ISSUES**

There are no administrative issues at this time.

**B. PARTICIPANT ISSUES**

There are no participant issues at this time.

**IV. RECOMMENDED ACTIONS**

There are no recommended actions at this time.

308

## **ATTACHMENT A**

### **EVALUATIONS OF TRAINING**

The World Learning team conducted a campus visit to Lakeland College from January 12-13, 2006. A campus visit report is included with this report. The Program Officer conducted an orientation meeting with Cohort 7 participants during the campus visit.

## ATTACHMENT B

### SUMMARY OF PARTICIPANT ACTIVITY

#### EDUCATION STRATEGIC OBJECTIVE

|  | <u>TOTAL</u> | <u>MALE</u> | <u>FEMALE</u> |
|--|--------------|-------------|---------------|
| Nominated this quarter                 | 0            | 0           | 0             |
| Active, still in training this quarter | 15           | 12          | 3             |
| Completed this quarter                 | 0            | 0           | 0             |
| Completed previous quarters            | 10           | 9           | 1             |
| Cancelled this quarter                 | 0            |             |               |
| Cancelled previous quarters            | 0            |             |               |
| Pending at the end of this quarter     | 0            |             |               |
| Total:                                 | 25           | 21          | 4             |

#### HEALTH STRATEGIC OBJECTIVE

|  | <u>TOTAL</u> | <u>MALE</u> | <u>FEMALE</u> |
|--|--------------|-------------|---------------|
| Nominated this quarter                 | 0            | 0           | 0             |
| Active, still in training this quarter | 3            | 3           | 0             |
| Completed this quarter                 | 0            | 0           | 0             |
| Completed previous quarters            | 8            | 4           | 4             |
| Cancelled this quarter                 | 0            |             |               |
| Cancelled previous quarters            | 0            |             |               |
| Pending at the end of this quarter     | 0            |             |               |
| Total:                                 | 11           | 7           | 4             |

**Grand Total:**            36            28            8

310

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING  
USAID/MALAWI  
AGRICULTURE TRAINING AND CAPACITY BUILDING  
QUARTERLY REPORT  
April 1, 2006 – June 30, 2006**

**Task Order No.: 807  
Effective Dates: 12/01/03 – 08/27/07  
Contract Total: \$2,139,748  
Obligated Amount: \$1,547,699.62**

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## **I. SUMMARY**

In December 2003, USAID/Malawi issued this Task Order to World Learning and AAI to assist the Mission—through long- and short-term US and third-country training—in implementing its training and capacity development program to effectively and efficiently support the achievement of its current and proposed strategic objectives. The Strategic Objectives that will be supported by the Task Order are: a) Sustainable Economic Growth; b) Democracy and Governance; c) Health Nutrition and Population; and d) Education. The Task Order was written to: develop methods to take advantage of new and innovative training methods and tools; leverage resources from private and public sector entities involved in training and related aspects of capacity development; anticipate ways to strengthen the capacity of local training organizations; and collaborate and develop synergies with the Mission's technical assistance contractors and other key partners.

This Task Order supports training for up to 130 participants in academic degree programs, short-term technical training, and observational study tours in the U.S. and third countries.

## **II. ACTIVITIES**

## **PROGRAM HIGHLIGHTS**

Under the START/Malawi Task Order, there are currently a total of 18 participants. Fifteen participants are pursuing studies towards an Education degree at Lakeland College in Sheboygan, Wisconsin. The remaining three are pursuing Health degrees at the Tropical Institute of Community Health and Development (TICH) in Kenya, Africa.

### Continuing Participants: (18)

During this quarter, World Learning and AAI continued to monitor 18 participants. Ten participants continue to pursue B.A. degrees in Education at Lakeland College, while five successfully completed the same degree in May 2006 and returned to Malawi. Three participants, Mr. Humphreys Nsona, Mr. John Sande and Mr. Laston Stima are continuing to pursue Master's degrees in Community Health and Development at TICH in Kenya, Africa.

### New Participants: (5 pending)

Five new participants are scheduled to begin studying at Lakeland College in August 2006 pending passport and visa processing. World Learning/AAI plans to welcome the new students at Lakeland College during an orientation session and affirm that the participants are nicely settled into their new environment.

### Pending Virginia Tech Transfer Student

On June 12, World Learning/AAI was contacted by the Contracting Officer about the possibility of the Malawi Mission transferring to the Task Order a PhD candidate (sponsored by USAID through a now-expired Cooperative Agreement with Virginia Tech) who was not able to complete her PhD program due to personal reasons, but who would need about two months of additional time at Virginia Tech in order to fully complete the PhD requirements. World Learning/AAI continue to work out the details of logistics with the Mission.

## **EDUCATION STRATEGIC OBJECTIVE**

All of the participants are progressing well in their respective academic programs.

### B.S. Education

#### **June 2006 Cohort Participants**

*Mr. Lloyd Chauluka, Chikala Full Primary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Lloyd registered for and successfully completed the following courses: Managerial Accounting Principles: (A); Business Professional Rhetoric: (A);

Leadership, Ethics & Decision Making: (A); Math Teaching Techniques: (AB); Business Law: (A); Special Topics: Education Administration in Malawi: (A). Cumulative GPA: 3.80.

For the Summer 2006 semester, Lloyd registered for and successfully completed a 2-week short course: Probability and Statistics.

Lloyd successfully completed his degree in May 2006 and returned to Malawi. He graduated with the highly esteemed honor of summa cum laude.

*Mr. Paschal Kayange, Mughona Chatu Mughese; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Paschal registered for and successfully completed the following courses: Mathematics Teaching Techniques: (AB); Math-Middle Child to Early Adolescence: (A); Special Topic: Education Administration in Malawi: (A); Core III: Environment and Consumption: (A); and Introduction to Sociology: (A). Cumulative GPA: 3.68.

For the Summer 2006 semester, Paschal registered for and successfully completed a 2-week short course: First Aid and Emergency Care.

Paschal successfully completed his degree in May 2006 and returned to Malawi.

*Mr. Alstarico Mbizi, Madisi Secondary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Alstarico registered for and successfully completed the following courses: Managerial Accounting Principles: (A); Business Law I: (A); Leadership, Ethics and Decision Making: (A); Math Teaching Techniques: (A); Special Topics: Education Administration in Malawi: (A) and New Testament Theology: (A). Cumulative GPA: 3.97.

For the Summer 2006 semester, Alstarico registered for and successfully completed a 2-week short course: Probability and Statistics.

Alstarico successfully completed his degree in May 2006 and returned to Malawi. He graduated with the highly esteemed honor of summa cum laude.

*Mr. Mika Mankhwazi, Benga Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Mika registered for and successfully completed the following courses: Math Teaching Techniques: (A); Language Arts and Social Science Teaching Tech: (AB); Special Topics: Education Administration in Malawi: (A); Cognition and Learning: (AB) and Aging: Biopsychology: (A). Cumulative GPA: 3.69.

For the Summer 2006 semester, Mika registered for and successfully completed a 2-week short

course: First Aid and Emergency Care.

Mika successfully completed his degree in May 2006 and returned to Malawi. He graduated with the highly esteemed honor of magna cum laude.

*Mr. Phillip Nachonie, Chikuge Primary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006*

**Summary:** For the Spring 2006 semester, Phillip registered for and successfully completed the following courses: Math Teaching Techniques: (B); Special Topics: Education Administration in Malawi: (A); Math for Middle Childhood to Early Adolescence: (AB) and Business Information Processing: (A). Cumulative GPA: 3.39.

For the Summer 2006 semester, Phillip registered for and successfully completed a 2-week short course: Economics of Sports.

Phillip successfully completed his degree in May 2006 and returned to Malawi.

#### **June 2007 Cohort Participants**

*Ms. Stella Stima-Chauluka, Mdeka Lea School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Stella registered for and successfully completed the following courses: Human Growth and Development: (AB); Language Arts and Social Science Teaching Techniques: (AB); Core II: Ideas of Human Nature: (A); Math- Middle Childhood to Early Adolescence: (B); Community Relations: (A) and Internship in Nonprofit Management: (A). Cumulative GPA: 3.68.

For the Summer 2006 semester, Stella is enrolled in the following courses: Field Experience (2-week course); Environmental Science; Probability and Statistics and Fiscal Management and Budgeting.

*Mr. Emmanuel Kamanga, St. Jordan Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Emmanuel registered for and completed the following courses: Human Growth and Development: (D); Language Arts and Social Science Teaching Techniques: (B); Math-Middle Childhood to Early Adolescence: (AB); Calculus II: (A) and Physical Education and Health Teaching Technique: (A). Cumulative GPA: 3.07.

Emmanuel experienced some difficulty with his courses this semester in part due to an illness that plagued him during most of the semester. His academic advisor has suggested that he lower the amount of courses he is taking in the Summer 2006 semester in order to raise his GPA.

314

WL/AAI will work closely with his advisor to monitor his progress in the coming months to ensure timely completion of his program.

For the Summer 2006 semester, Emmanuel is enrolled in the following courses: Creating and Maintaining a Website.

*Mr. Mickie Kumwamba, Nyodola Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester Mickie registered for and successfully completed the following courses: Human Growth and Development: (BC); Language Arts and Social Science Teaching Tech: (AB); Physical Education and Health Teaching Techniques: (AB); Core II: Gender Studies: (B) and Mathematics – Middle Childhood to Early Adolescent: (BC). Cumulative GPA: 3.15.

For the Summer 2006 semester Mickie is enrolled in the following courses: Field Experience (2 week course); International Business and Principles of Marketing.

*Mr. Rabson Madi, Zomba Learning Centre Private Primary & Nursery School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Rabson registered for and successfully completed the following courses: Math Teaching Techniques: (B); Language Arts and Social Science Teaching Tech: (A); Human Growth and Development: (AB); Community Relations/Nonprofits: (A); Math – Middle Childhood to Early Adolescence: (B) and Internship with Non-profit: (A). Cumulative GPA: 3.72.

For the Summer 2006 semester, Rabson is enrolled in the following courses: Field Experience (2-week course).

*Mr. Dickson Msutu, Kamalibwe F.P. School; Lakeland College, Sheboygan, WI, August 2004 – June 2007*

**Summary:** For the Spring 2006 semester, Dickson registered for and successfully completed the following courses: Physical Education and Health Teaching Techniques: (A); Mathematics Teaching Techniques: (AB); Language Arts and Social Science Teaching Techniques: (B); Human Growth and Development: (D); Core II: Ideas of Human Nature: (CD) and Math – Middle Childhood to Early Adolescence: (AB). Cumulative GPA: 3.38.

Dickson experienced some difficulty this semester due to the passing of several close family members in Malawi. His GPA prior to this semester was 3.72 and is he is expected to do much better academically in the coming semesters.

For the Summer 2006 semester, Dickson is enrolled in the following courses: Field Experience in Education (2-week course); Introduction to Programming; Probabilities and Statistics and

Principles of Financial Accounting.  
**December 2008 Cohort Participants**

*Ms. Chrissie Chisamba, Mkhota CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester, Chrissie registered for and successfully completed the following courses: Environmental Science: (A); Introduction to Computer: (AB); Transition to America: (A); Expository Writing: (A) and Religion in America: (A). Cumulative GPA: 3.90.

For the Summer 2006 semester, Chrissie is enrolled in the following courses: Computer Design.

*Mr. Foster Magombo, Chiphoola CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester, Foster registered for and successfully completed the following courses: Environmental Science: (A); Introduction to Computer: (AB); Transition to America: (A); Expository Writing: (B) and Majority-Minority Relations: (B). Cumulative GPA: 3.70.

For the Summer 2006 semester, Foster is enrolled in the following courses: Introduction to Hospitality; History of the World; Humanities and Religion in America.

*Mr. Kapera Mlowoka, Mbalachanda CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester, Kapera registered for and successfully completed the following courses: Environmental Science: (A); Introduction to Computer: (A); Transition to America: (A); Expository Writing: (B) and Religion in America (B). Cumulative GPA: 3.60.

For the Summer 2006 semester Kapera is enrolled in the following courses: Principles of Microeconomics.

*Mr. Baxter Munthali, Luwazi CDSS; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester Baxter registered for and successfully completed the following courses: Environmental Science: (A); Introduction to Computer: (AB); Transition to America: (A); Expository Writing: (A) and Majority-Minority Relations: (A). Cumulative GPA: 3.90.

For the Summer 2006 semester Baxter is enrolled in the following courses: Introduction to Hospitality; Humanities and Religion in America.

*Mrs. Ndamyo Mwanyongo, Kasungu TTC; Lakeland College, Sheboygan, WI, January 2006 – December 2008*

**Summary:** For the Spring 2006 semester Ndamyo registered for and successfully completed the following courses: Environmental Science: (A); Introduction to Computer: (A); Transition to America: (A); Expository Writing: (B) and Majority-Minority Relations: (A).

For the Summer 2006 semester Ndamyo is enrolled in the following courses: Gender Issues in Sports.

## **HEALTH STRATEGIC OBJECTIVE**

### **Master's in Community Health and Development (Third Country Training)**

*Mr. Humphreys K. Nsona, Tropical Institute of Community Health and Development (TICH) in Africa, Kenya – August 2005 – August 2007*

**Summary:** Mr. Humphreys Nsona traveled to Malawi on December 14, 2005 for his situation analysis research and returned to Kisumu Kenya on April 30, 2006. His research was conducted in a community of Traditional Authority Mlonyeni/Mavwere in Mchinji District. His research focused on the community accessibility of essential elements for dignified livelihood (EEDLS) as documented by the TICH model. The steps carried out during the practice included a situation analysis, feedback and joint planning workshop.

Humphreys reported that “the above steps formed the basis for partnership, which seeks promotion and forging synergistic partnerships with the community geared towards shared goals of social change within a system that offered full opportunity of participation at that level.”

He found that the benefits of the partnership practice included the promotion of good practices at the community level. As a result of his work, the district assembly and the community expressed their appreciation and acknowledged the need and importance of undertaking tasks by supporting each other in partnership in accomplishing difficult tasks. The partnership practice also helped Humphreys to “understand the community’s by exploring strengths, weaknesses, opportunities, and threats and how to analyze and disseminate them.”

For the Semester 2, Humphreys is enrolled in the following modules: Building Health Communities; Environment and Health; Human Resources, Financial Management and Health Economics; and Combating Ill Health.

For the Semester 3, Humphreys is enrolled in the following modules: Concepts and Partnership in Health and Development; Measurements in Health; Institutional and Policy Management and Research Methods.

*Mr. John Sande, Tropical Institute of Community Health and Development (TICH) in Africa, Kenya – January 2006 – December 2007*

**Summary:** For the Semester 1 2006, John registered for and successfully completed the following modules: Concepts and Trends in Health and Development; Management, Enterprise and Economics in Health Development; Building Healthy, Healing Communities; Environment, Food Security, Technology and Industrial Development; Combating III Health and Partnership Practice.

Grades for this semester had not yet been submitted at the time this report was written and will be included in the next quarterly report.

During the Semester 1 2006, John also completed a partnership practice in the Bondo district in Kenya. During his partnership period, he had the opportunity to become acquainted with the health facility's operations. His activities included a situation analysis, a feedback and joint planning workshop and conducting a SWOT analysis.

In March 2006, John submitted his proposal for his field attachment research. The Mission approved his request and he traveled to Malawi on April 18, 2006 where he will be through August 2006. His field attachment is being conducted in the Balaka district in Malawi. His research focuses on the community accessibility of essential elements for dignified livelihood (EEDLS) as documented by the TICH model. Activities will include working with the District Government Officials and other heads of departments and Government Ministries to introduce the partnership concept; meeting local leaders in the community, conduct a community situation analysis and compilation of the situation analysis report; organize a situation analysis feedback workshop; help the community to develop a task force to plan programs and assist the community to implement their project and monitor its implementation. John has reported from Malawi that his attachment work has begun, however, he did experience some delay due to complications with transportation. He is expected to submit a report to WL/AAI upon his return.

*Mr. Laston Stima, Tropical Institute of Community Health and Development (TICH) in Africa, Kenya – January 2006 – December 2007*

**Summary:** For the Semester 1, 2006, Laston registered for and successfully completed the following modules: Concepts and Trends in Health and Development: (62 – Credit); Management, Enterprise and Economics in Health Development: (60 – Credit); Building Healthy, Healing Communities: (75 – Distinction); Environment, Food Security, Technology and Industrial Development: (52 – Pass); Combating III Health: (72 – Credit) and Partnership Practice: (75-Distinction).

During the Semester 1, 2006, Laston also completed a partnership practice at the Sub District Hospital in Kisumu, Kenya. His activities included an entry and situation analysis, a feedback workshop and facilitating participatory planning workshop and conducting a Community Based Information System assessment.

In March 2006, Laston submitted his proposal for his field attachment research in Malawi. The Mission approved his request and he traveled to Malawi on April 18, 2006 where he will be through August 2006. His field attachment is being conducted in the Salima district in Malawi. His research will focus on the community accessibility of essential elements for dignified livelihood (EEDLS) as documented by the TICH model.

### **III. CONCERNS/CONSTRAINTS**

#### **A. ADMINISTRATIVE ISSUES**

There are no administrative issues at this time.

#### **B. PARTICIPANT ISSUES**

There are no participant issues at this time.

### **IV. RECOMMENDED ACTIONS**

There are no recommended actions at this time.

**ATTACHMENT A**

**EVALUATIONS OF TRAINING**

There is no updated information Available this quarter.

320

**ATTACHMENT B**

**SUMMARY OF PARTICIPANT ACTIVITY**

**EDUCATION STRATEGIC OBJECTIVE**

|  | <u>TOTAL</u> | <u>MALE</u> | <u>FEMALE</u> |
|--|--------------|-------------|---------------|
| Nominated this quarter                 | 5            | 2           | 3             |
| Active, still in training this quarter | 10           | 7           | 3             |
| Completed this quarter                 | 5            | 5           | 0             |
| Completed previous quarters            | 10           | 9           | 1             |
| Cancelled this quarter                 | 0            |             |               |
| Cancelled previous quarters            | 0            |             |               |
| Pending at the end of this quarter     | 0            |             |               |
| <b>Total:</b>                          | <b>30</b>    | <b>23</b>   | <b>7</b>      |

**HEALTH STRATEGIC OBJECTIVE**

|  | <u>TOTAL</u> | <u>MALE</u> | <u>FEMALE</u> |
|--|--------------|-------------|---------------|
| Nominated this quarter                 | 0            | 0           | 0             |
| Active, still in training this quarter | 3            | 3           | 0             |
| Completed this quarter                 | 0            | 0           | 0             |
| Completed previous quarters            | 8            | 4           | 4             |
| Cancelled this quarter                 | 0            |             |               |
| Cancelled previous quarters            | 0            |             |               |
| Pending at the end of this quarter     | 0            |             |               |
| <b>Total:</b>                          | <b>11</b>    | <b>7</b>    | <b>4</b>      |

**Grand Total: 41 30 11**

LHCD

April 28, 2006

Ms. Ethel Brooks  
Field Technical Advisor  
USAID/EGAT/Education Office  
1300 Pennsylvania Ave., NW Room 3.09  
Washington, DC 20523-3901

**Subject:       START Contract EEE-I-00-01-00016-00, Task Order #03  
                  Leadership in Human Capacity Development  
                  Task Order Report for Quarter Ending March 2006**

Dear Ethel:

This letter constitutes our quarterly report for the HCD Task Order that your office issued to World Learning under START, covering the period January 1, 2006 to March 31, 2006.

In this quarter, World Learning undertook no substantive activities.

A financial report (the SF 269) for the quarter will be sent under separate cover.

Sincerely,



Bonnie Ricci  
START Contract Manager

July 17, 2006

Ms. Ethel Brooks  
Field Technical Advisor  
USAID/EGAT/Education Office  
1300 Pennsylvania Ave., NW Room 3.09  
Washington, DC 20523-3901

Subject:       START Contract EEE-I-00-01-00016-00, Task Order #03  
                  Leadership in Human Capacity Development  
                  Task Order Report for Quarter Ending June 2006

Dear Ethel:

This letter constitutes our quarterly report for the HCD Task Order that your office issued to World Learning under START, covering the period April 1, 2006 to June 30, 2006.

In this quarter, World Learning provided logistical support for the LAC Regional Education and Training Workshop that took place in May in Miami, Florida. Our support consisted primarily of procuring supplies, and arranging for electronic and media equipment needed for the various presentations, and also included on-site technical support provided by our START subcontractor, Development InfoStructure.

A financial report (the SF 269) for the quarter will be sent under separate cover.

Sincerely,



Bonnie Ricci  
START Contract Manager