STRATEGIC TECHNICAL ASSISTANCE
FOR RESULTS WITH TRAINING
(START)
CONTRACT NO. EEE-1-00-01-00016-00
AUGUST 28, 2001 – AUGUST 27, 2006

SEMI-ANNUAL REPORT
March 1, 2005 – August 27, 2005

WORLD LEARNING
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, 2005 – August 27, 2005  

AND  

ANNUAL REPORT  
August 28, 2004 – August 27, 2005  

Submitted to:  
U.S. Agency for International Development  
Ethel Brooks  
Field Technical Advisor  
EGAT/HCD  

By:  
World Learning Inc.  
1015 15th Street, NW, Suite 750  
Washington, DC 20005  
Tel.: 202-408-5420 Fax: 202-408-5397  

September 27, 2005  

The World Learning START Team:  
Institute of International Education  
The Africa-America Institute  
AMIDEAST  
Development InfoStructure  
Partners International
# TABLE OF CONTENTS

Introduction and Summary 2

I. Task Order Status 2
   A. Awarded 2
   B. Proposals Pending 3
   C. Task Orders Not Awarded to World Learning 3
   D. Proposals NotSubmitted 3

II. Success Stories/Task Order Reports 4

III. Administrative Matters 4

IV. Administrative Problems Encountered or Solved 4

Annex A – Task Order Tracking
Annex B – Success Stories
Annex C – Task Order Reporting
INTRODUCTION AND SUMMARY

This semi-annual and 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, 2005 to August 27, 2005. It is the semi-annual report for this period and also the annual report for the fourth IQC year ending August 27, 2005. 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.

1. TASK ORDER STATUS

A. Awarded:

As of this semi-annual and annual report, World Learning has been cumulatively awarded twelve Task Orders under START. Two of the Task Orders, Honduras and Malawi I, are completed. A more comprehensive snapshot of World Learning Task Order activity can be found in the August 27, 2005 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** - leadership development and in-country and U.S. training in the telecommunications ministry.
9. **USAID/Mali** - U.S. long-term academic 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. Proposals Pending:

There are no proposals pending at this time.

C. 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.

D. 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.
5. USAID/Iraq, review of Arabic and Kurdish textbooks; competitive. RFP pulled 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.

9. **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.

### II. SUCCESS STORIES/TASK ORDER REPORTS

Several Success Stories from our PTP-Europe and Caucasus (Azerbaijan) Task Orders are included in Annex C. Since each Task Order has its own reporting schedule, World Learning included individual Task Order reports generated during the timeframe of the semi-annual report. The Task Order reports can be found in Annex D – Task Order Reporting in the following order:

- PTP-Europe Semi-Annual Report (October 1, 2004 – March 31, 2005)
- Caucasus/Georgia Quarterly Report (January 1, 2005 - March 31, 2005)
- Egypt I Quarterly Report (January 1, 2005 - March 31, 2005)
- Egypt II Quarterly Report (January 1, 2005 - March 31, 2005)
- Kenya Quarterly Report (May 18, 2005 – August 17, 2005)

### III. ADMINISTRATIVE MATTERS

Several World Learning staff members working on START attended a contractor's meeting on June 2, 2005 arranged by FGAT/ED-Training Division.

Bonnie Ricci, START Contract Manager, participated on a luncheon panel on August 9, 2005 during USAID's education sector training workshop in Washington, DC and discussed the findings related to long-term training that emerged from agriculture training needs assessments conducted by World Learning through START in Uganda, Ghana, and Malawi.
IV. Administrative Problems Encountered or Solved

World Learning has not encountered any administrative problems at this time.
<table>
<thead>
<tr>
<th>Reference</th>
<th>Mission/Bureau/ SO Teams</th>
<th>Project/Sector/Services</th>
<th>Procurement Documents</th>
<th>Status</th>
<th>Effective Date</th>
<th>Completion Date</th>
<th>Ceiling Amount</th>
<th>Obligated Amount</th>
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<tbody>
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<td>PTP</td>
<td>EMD/CIEF</td>
<td>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</td>
<td>EIE-1-01-01-00016-00</td>
<td>OPEN</td>
<td>28-Sep-2001</td>
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<td>Caucasus</td>
<td>Caucasus</td>
<td>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</td>
<td>EIE-1-800-01-00016-00</td>
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<td>15-Jan-2002</td>
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<td>Africa Agriculture AFR/SD/AANRE</td>
<td>Conduct needs assessment and design short- and long-term training programs for African agriculturalists in Uganda, Malawi, and Ghana</td>
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<td>Kenya</td>
<td>Kenya</td>
<td>Assist the Mission in implementing short- and long-term training and associated interventions, targeting the agriculture sector</td>
<td>EIE-1-802-01-00016-00</td>
<td>OPEN</td>
<td>17-Aug-2002</td>
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<td>Budget 2</td>
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<td>Mali</td>
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<td>Leadership in Human Capacity Development</td>
<td>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.</td>
<td>EEE-I-03-01-00016-00</td>
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<td>27-Sep-2002 - 27-Aug-2006</td>
<td>$366,766</td>
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<td>Egypt</td>
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<td>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</td>
<td></td>
<td>EEE-I-804-01-00016-00</td>
<td>OPEN</td>
<td>20-Dec-2002 - 30-Sep-2005</td>
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<td>Egypt</td>
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<td>Egypt-LDP</td>
<td>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.</td>
<td>EEE-I-805-01-00016-00</td>
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<td>1-Jan-2003 - 26-Aug-2007</td>
<td>$5,771,444</td>
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<td>ASEAN</td>
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<td>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 UN-ASEAN Business Council’s Center for Technology Cooperation</td>
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<td>EEE-I-06-01-00016-00</td>
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<td>Malawi</td>
<td>Malawi</td>
<td>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: a) Sustainable Economic Growth; b) Democracy and Governance; c) Health Nutrition and Population; and d) Education.</td>
<td>EFE-1-807-01-00016-00</td>
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<td>01-Dec-2003</td>
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<td>$2,139,748</td>
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<td>Egypt-EDP</td>
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<td>Provide participant training required by establishing contracts, as organized by the soon-to-be-obsolete centralized management of Mission-funded participant training.</td>
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<td>26-Jul-2004</td>
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<td>Honduras</td>
<td>Honduras</td>
<td>Assist USAID/Honduras in planning and implementing short-term participant training programs in the U.S.</td>
<td>EFE-1-801-01-00016-00</td>
<td>CLOSED</td>
<td>01-May-2002</td>
<td>31-Jan-2003</td>
<td>$71,318</td>
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<td>Malawi</td>
<td>Malawi</td>
<td>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.</td>
<td>EFE-1-803-01-00016-00</td>
<td>CLOSED</td>
<td>27-Sep-2002</td>
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**GRAND TOTAL USD**: $396,883,790 | $70,736,896
START/PTP Success Stories - 2005

Training Helps Albanian Representatives to Develop Procedures for Investigating Assets of Public Officials and Thereby Reduce Corruption

As part of the efforts to increase transparency and reduce government corruption, a group trained in Washington, DC and in north Florida on developing procedures to investigate public officials’ private assets. Since this training several new measures have been introduced: memoranda of understanding were signed with various bodies such as the customs and port authorities; new procedures were established for appointing judges; and a telephone hotline – though which citizens can report abuses – has been set up.

Treasury Activities Improved in Bosnia Within Six Months of US Training Program

Treasurers from the Federation and the Republika Serbska attended training in Washington, DC, and the Assistant Minister from the RS Ministry of Finance was able to implement most of his action plan within 6 months of his return home. Internal control procedures have been introduced and an efficient accounting system for budget beneficiaries has been established. In his words: “These experiences were necessary in order for us to begin moving forward with the planned reforms.”

Participants Introduce Electronic Tax Filing in Bulgaria

Within a year of attending training in North Carolina and Maryland, a group from the National Revenue Agency has introduced the following procedures: The basic tax form has been improved. All individuals can now file their individual income taxes online. All companies can file their Value Added Tax (VAT) online. These are truly remarkable changes. It is further expected that other types of taxes (such as corporate) will be payable online soon. In addition, legislation is under review that will allow refund payments to be paid directly into individual bank accounts.

Supermarket Opened in Kozloduy, Bulgaria With Small Grant Funding

An in-country training program was designed to stimulate economic development in towns with significant minority (Roma) populations. One trainee applied successfully for a small grant to open a supermarket, offering a service and providing employment to the Roma people.

Croatia National Bank Improves Information Technology Supervision of Banking Sector

Leaders from the Unit for On-Site IT Supervision at the National Bank attended training in Germany and Spain. Since their training they have reportedly raised their IT security skills and awareness to a new level: as a result of their revision of the on-site IT examination questionnaires, banking IT systems can now be examined more effectively.
with the result that risks can be determined and remedial actions proposed. Currently the returned participants are in the process of drafting regulations and guidelines in the area of IT risk management.

**First Group of Macedonian Insurance Actuaries Certified**

Six members of the recently established Macedonian Actuarial Association attended a Training of Trainers program in the UK. This is part of a process of strengthening the profession through establishing educational and training programs for actuaries in Macedonia, in accordance with international standards, without the need to bring foreign faculty to the country. These new actuarial professors have also been managing a public education program, “What is an actuary,” raising public awareness and promoting future actuarial development as the only way to ensure that people are adequately protected in their social and insurance contracts. As two of the professors said, “We believe that this training will be a great incentive for our professional growth, as well as for the further development of the actuarial profession in Macedonia in general.”

**Agricultural Cooperative in Bosnia Expands Production and Hires More Employees Following Successful Training**

Following on from the 2004 Cooperative Law, a group of Bosnian cooperative leaders studied the operation of modern cooperatives in the Czech Republic. Since his return, one cooperative director has expanded his cooperative to include an additional 20 villages, in the process improving the organization of the milk purchase system. He has also purchased new equipment for drying fruit, consequently adding new staff to the cooperative.

**Bulgaria Benefits From Improvement in Operations of Financial Crimes Task Force Following US Training Program**

A group from the Ministries of Finance and Interior, and the Prosecutors Office trained in the US on combating organized and financial crime. Subsequently, Police Academy courses on investigating financial crime are being established; a Coordination Unit for Combating Tax Fraud has been set up; investigations are being made into several money laundering cases; and an asset forfeiture law is being drafted. One participant wrote, “As a result of our US training we can recognize significant improvements in the combating of financial and tax crimes.”

**Croatians Become More Involved Citizens As a Result of US Training**

Local government officials have been quick to put into operation some of the citizen participation activities they observed during their US training. The head of one municipality has started publishing a newsletter, and has introduced comment boxes into the villages in the municipality. Several community activities – including workshops, lectures, and an aerobics club – have also been started.
Shareholders' Awareness Campaigns Initiated in Macedonia Following Successful US Training

A group from the Stock Market and from the Shareholders and Bankruptcy Associations who attended US training on raising shareholders' awareness has been very active in putting into effect their Action Plan. They have published a booklet, "A Shareholders' Guide" and have organized a series of seminars on the topic. In the words of one participant, "The training motivated our team and created great dedication among us, so that is why we have tangible results."
This publication was produced for review by the United States Agency for International Development. It was prepared by Colin Davies, Anita Reichert, and Lisa Posner Olocco of World Learning.
<table>
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<tr>
<th>Country</th>
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<th>Academic (full-service)</th>
<th>Academic (fund only)</th>
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October-December 2004 Programming Highlights

U.S. and Third Country Training

World Learning trained 189 participants in 21 programs this quarter. Eleven programs took place in several states across the US, and 12 third-country trainings were implemented in several countries in Europe, including Austria, France, Sweden, UK, Poland, and Germany. 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.

Understanding the American Election Process

Ten young political leaders from Albania, Bosnia, Bulgaria, Croatia, and Macedonia traveled to Washington, DC and Pittsburgh to gain insight into the American electoral process.

The American Council of Young Political Leaders (ACYPL) delivered a program. October 24-November 4, 2004, aimed to provide participants with a better understanding of how politicians communicate to their constituents, and, conversely, how citizens hold politicians accountable. The Washington, DC component focused on the national election process, political parties, voting legislation, the role of non-profits in elections, and the rights and responsibilities of the federal government and other institutions in protecting the rights of voters. Sessions during these days included: Federal Election Law; Elections and Voting in the U.S.; Polls and Public Opinion; the Democratic and Republican Parties; Presidential Elections; Congressional Elections; Money Matters: Campaign Fundraising; Federal Campaign Finance Laws; the Role of the Media; The Impact of 9/11 and the War in Iraq on US Elections; the Role of Grassroots, 527s and Other Outside Organizations; and Gender and Race in American Politics.

The Pittsburgh segment focused on practical “hands-on” sessions and site visits; these sessions provided excellent balance to the theory and policy of the Washington segment. The participants toured local campaign organizations for both parties and spoke with local campaign officials and volunteers. Participants attended two campaign rallies: one for Vice Presidential candidate John Edwards and the second for President George W. Bush. The participants met with local election officials, which provided an opportunity to discuss the mechanics of voting and the real “on the ground” challenges faced by local election officials. On Election Day, participants toured polling stations and watched the voting process taking place.
The traditional relationship between vocational schools and industry in Macedonia has been a strong one. However, over the past 10 years, this relationship has eroded, due to factories closing or running at very low capacity. The Macedonian Ministry of Education and Science wants to link vocational schools with new businesses that have sprung up but have rarely been involved in supporting vocational education. In an effort to realize this goal, World Learning awarded two competitively bid programs to the University of Minnesota; one comprised of students and the other of teachers:

**Student Training, October 24-November 10, 2004**

This group consisted of 10 secondary vocational school students and two chaperons who are secondary school teachers. The participants' goal was to cultivate student leadership skills by learning the elements for organizing and running a local vocational youth organization and 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. In Louisville, Kentucky, the participants attended the annual Future Farmers’ of America (FFA) Convention, where students had the opportunity to interact with other student leaders, observe competitions, and attend structured leadership events. The highlight of the program was home-stays for the students with area families and visits to vocational schools that focused on specific and various subject areas (agricultural education, industrial technology; business education; nursing/health occupations, etc.).

**Teacher Training, November 27-December 11, 2004**

Ten vocational teachers representing the five major vocational clusters in Macedonia [agricultural; electro-technical and mechanical; textile: economy; and services (catering, medical, graphics)] explored ways to re-vitalize Macedonian school associations and youth activities that have become dormant over the past few years and establish new links to industry. The program provided the participants with briefings and panel discussions featuring vocational education professors at the university, Vocational Student Organization (VSO) officers, and local business leaders on the structure and operation of student organizations in the US; how to establish an effective VSO; how to prepare vocational education teachers for roles as VSO advisors; development of student leadership skills; practices for creating competitive events on the state level; and fundraising strategies to support the operation of local VSOs. The program concluded with the participants attending the national convention of the Association of Career and Technical Education (ACTE) held in Las Vegas.
Increasing Investment and Export Promotion

Membership in the WTO in 2003 made Macedonia part of the international trading family, opening up markets to its products and providing healthy competition on the domestic market. Now Macedonia needs to develop efficient mechanisms to improve the competitiveness of its industries.

A training program was organized October 16-30, 2003 for commercial representatives to improve Macedonia's performance in the areas of foreign direct investment and export promotion. Global Education Services in Seattle designed a program that allowed the participants to observe the US system of investment and export promotion and focused specifically on successful promotion techniques used by government agencies. In Washington, DC participants attended site visits and meetings at the Department of Commerce (Central and Eastern Europe Business Information Center and the Office of WTO and Multilateral Affairs of the US Trade Representative); US International Trade Commission; Department of State; US Trade and Development Agency; and the Center for International Private Enterprise (CIPE). In Seattle, the program featured meetings with the Washington State Department of Community Trade and Economic Development and the Export Finance Assistance Center; the World Trade Club; City of Snohomish; Economic Development Council of Seattle/King County; Trade Development Alliance of Greater Seattle; Washington Council on International Trade; Port of Seattle; and Washington State-China Relations and Asia-Pacific Economic Cooperation.

Managing Change for Bulgaria's Tax Administration

Large-scale transformations are currently being carried out at the Bulgarian National Revenue Association (NRA). In order to ensure success, staff is being trained in the areas of change management and strategic planning.

Six tax officials working for the National Revenue Agency came to the US October 16-23, 2004 for a training program in change management skills and practices. The Missouri Department of Revenue (DOR), which recently underwent a major re-organization, hosted the training program in Jefferson City. The training focused on how change management is applied during and after a major re-organization, and how to include change management in strategic planning. In addition to covering the DOR's organizational structure and work organization, facilitators presented topics covering the entire process of change that was introduced within the agency several years ago and the mechanics of how it was managed, e.g., defining objectives; collecting information and identifying resources; estimating costs; determining evaluation indicators; communicating the change initiative internally and externally; devising tools to reduce resistance to change; leadership training for management staff; interacting with the federal level; devising tools for counteracting corruption; planning cycle challenges and opportunities; and quality management tools to re-evaluate results.
Bosnians Develop Their Agricultural Economy

As the challenges of reconstruction diminish, the need for investment and economic growth are emerging as key hurdles for Bosnia. Now Bosnia must focus on the competitive engagement of its resources by looking for ways to implement modern methods and technologies to their agricultural development:

- **Fruit and Vegetable Production, October 16-23, 2004**
  Eleven agricultural professionals, directors and managers of agricultural cooperatives, companies and associations, and one representative from Banja Luka University School of Agriculture attended an eight-day training program in France. The goal of the program was to teach BiH specialists the modern grading, sorting and packaging of fresh fruits and vegetables (FF&V); how to increase the volume of FF&V that have been properly graded and packaged; how to increase profits from value-added product differentiation; how to diversify the markets into which FF&V are sold; and how to improve competitiveness of the FF&V cluster in BiH. The French training provider, ESA Group, started the program with a visit to the SIAL Food Industry Fair in Paris, where the participants observed all of the types of FF&V packaging currently in use in Europe. The participants then visited several fruit and vegetable producers in cooperatives, farms, and orchards, where they observed and participated in post-harvest handling methods in the field, and several commercial FF&V sorting packing and warehousing facilities which have short-term, medium temperature cold storage, and shipping facilities.

- **Fishery Production, November 7-14, 2004**
  The Fish Feeding and Processing program brought together 10 directors and owners of progressive, profitable fish farms and fish processing companies for a program conducted in France by Management Consulting and Training. They learned modern methods of feeding, grading, sorting, processing, and packaging of fish, as well as how to increase the volume of fish that has been properly graded and packaged, how to increase profits from value-added product differentiation, how to diversify the markets into which fish is sold, and how to improve competitiveness of the fish cluster in BiH. The program combined expert input, meetings, and site visits to trout farms, seawater fish farms, fish markets, and the National Association of Trout Processing in Paris. These site visits provided a unique opportunity to hear firsthand accounts from fish producers and processors, and gain an understanding of the challenges and benefits of the fish business in the EU environment.

Bulgarians Study European Energy Regulation

Bulgarian energy officials welcomed the opportunity to study policies and solutions for enhancing investor confidence, unbundling and privatization, and the participation of consumer and industry groups in the regulatory process.
Seven participants from the Bulgarian State Energy Regulatory Commission (SERC) attended a training program October 17-23 to study the experiences of a relatively new energy regulator from a smaller EU Member State that has faced challenges similar to those that SERC is currently facing. The Portuguese regulator, Portuguese Energy Services Regulatory Authority (ERSE), was chosen as a model due to its strong reputation for effective and efficient decision-making through its efforts in implementing the 2003 EU directives on electricity and natural gas, defining the role of the regulator in a competitive energy market, assisting sector restructuring, and the unbundling and privatization of energy companies. The SERC officials were able to study the regulator’s information flow and its communication among divisions and management of relationships with licensees, applicants, consumers and advocacy groups; internal organization and procedures on interaction among divisions, its structuring of working groups, and how it sets the agenda for meetings of the Commissioners. They were also able not only to see how participants are identified and invited to attend hearings, but to observe open hearings, and see how attendance and participation in the proceedings, communications and discussions are managed; and to observe how the regulator deals with industry and consumer advocacy groups, consumer complaints and disputes among licensees, and between consumers and licensees.

Streamlining the Wood Processing Business in Kosovo

One of the activities supported by the USAID-funded Kosovo Business Support Program (KBS) is the provision of assistance to businesses in several targeted industries, with wood processing targeted as one of the major sectors. Training in this specific industry is greatly needed in the area of capacity-building, operations, production, and management skills.

This training event, October 16-30, 2004, supported eight owners and general managers of Kosovo’s top wood processing companies. Bluefield State College, an HBCU in West Virginia, designed a program that enabled participants to see primary and secondary processing facilities and furniture companies and to observe firsthand best industry practices, production practices, and plant layout and operations. The participants gained a better understanding of manufacturing codes, licensing criteria, and Occupational Safety and Health Administration (OSHA) regulations. Site visits were made to a hardwood sawmill plant, the Virginia Tech University Wood Science and Forestry Products Center, OSHA, a USDA Research and Development facility, and a wood treatment facility. The participants also attended the International Furniture Market in North Carolina, the largest home furnishings trade show in the world. Here they were able to network with exhibitors, including marketing, sales, and public relations personnel, and visit booths and displays.
Field Offices

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 USAID Participant Training Website http://www.eetraining.net/databases.html#success for full details on the following Success Stories reported during this quarter:

- **Training Helps Albanian Representatives to Develop Procedures for Investigating Assets of Public Officials and Thereby Reduce Corruption**
  As part of the efforts to increase transparency and reduce government corruption, a group trained in Washington, DC and in north Florida on developing procedures to investigate public officials’ private assets. Since this training several new measures have been introduced: memoranda of understanding were signed with various bodies such as the customs and port authorities; new procedures were established for appointing judges; and a telephone hotline – through which citizens can report abuses – has been set up.

Staffing

- Ilir Mehmeti completed his work as Program Officer to take a position with UNDP to make better use of his extensive knowledge of agriculture. Brunhilda Stamo was hired as the new Program Officer to begin January 5, 2005.
- Due to the additional workload caused by the transfer of TCT procurement to the field office, World Learning/Albania was approved an additional Program Officer. Errnira Shehi, the current Administrative/Financial Assistant who has also been responsible for several programs and grants, will move to the position of Program Officer. After a competitive hiring process, Fabian Selmanaj was hired to replace Errnira as Administrative/Financial Assistant.

Media Coverage

- All the major television stations and several newspapers covered the First Ladies Against Breast Cancer Conference that took place October 15-16.
- Klan, TVSH and Top Channel broadcast news of the National Ear, Nose and Throat Congress held October 23 with USAID co-sponsorship.
Meetings, Conferences, and Presentations

- November 18-19, Program Associates Amelia Kuklewicz and Richard Wellons represented World Learning at the Region VIII Conference of NAFSA: Association of International Educators in Philadelphia. A post-conference report prepared by Amelia can be found in the Appendix to Section 1.

- November 19, Director Colin Davies, Assistant Director for Training Lisa Posner Olocco, and Assistant Director for Field Services Anita Reichert attended an implementation meeting with E&E Bureau staff to discuss PTP contract management issues.

- December 1, Resource Manager Dorothea Antonio, Colin Davies, and Program Associate Meryl Feingold attended the Society for International Development Conference.

- December 3, Dorothea Antonio presented at the American Councils on International Intercultural Education Conference where she also met with representatives of the following institutions: Fox Valley Community College; Black Hawk College; University of Virginia; Miami Dade Community College; Middlesex Community College; Howard University; and the Center for International Trade Development.

Training Provider Outreach

The Resource Center coordinated visits to the PTP office from eight 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: Global Education Services; International Training, Education & Business Services (ITEBS); Galilee College, Israel; Montana State University; ACDI/VOCA; Florida A&M University/North Florida IVC; Heartland International; Indiana University-Purdue University-Indianapolis (IUPUI).

Washington, D.C. Cost Saving Measures

During this quarter an estimated $13,000 in US training costs and $187,000 in Third Country training costs was saved as a result of the PTP competitive procurement process. Total Cost Savings......$200,000
Klan, TVSH, Arberia and Top Channel broadcast news of the Mountain Ecosystem Conference held November 4-5 with USAID co-sponsorship through PTP. News of the activity was also carried in the newspapers Shukulli, Korrieri, Gazeta Shqiptare, Albanian News Agency, and Ekoleviza.

Local television station Onufri broadcast a ten minute news piece of an exhibit on November 26 that was organized in Berat to recognize villagers of Berat and Kuçove who had made posters depicting the need for modern methods of family planning and protection against HIV/AIDS and other sexually transmitted infections. The posters and exhibit were part of a six-month USAID/PTP activity to promote healthy lifestyles among villagers using simple artistic expressions.

Dec 6, the local newspaper of Berat, Lajmetari i Barutit, carried a half-page article about the farmers group Horti Gor that implemented a grant to repair a 1.1 km field road. The article mentioned the assistance of USAID for this road and plans to fund another.

**In-Country Training**

- A two-day First Ladies Against Breast Cancer Conference took place October 15-16 with USAID/PTP co-sponsorship. First Ladies from four countries attended along with high-level delegations from several other countries. Nearly all ambassadors and/or ambassadors' wives in Albania were in attendance. The number of distinguished participants led to a great deal of media coverage in support of early detection programs for breast cancer.
- A one-day congress was held October 23 by the National Ear, Nose and Throat Association with support from USAID/PTP.
- A six-month in-country training program to promote family planning, prenatal care and protection against sexually transmitted diseases in rural areas of Berat and Kuçove continued implementation by the Albanian Center for Population and Development (formerly the Albanian Family Planning Association). Trained promoters continued to conduct their awareness raising activities with villagers using the arts reaching more than 3000 villagers. An exhibit of their posters was held.
- USAID through PTP supported the Ministry of the Environment for a Mountain Ecosystems Conference that was held November 4-5.
- A two-day Corridor 8 Conference took place November 11-12 with USAID/PTP co-sponsorship to the Albanian American Trade and Development Association.
- USAID/PTP supported a high level Balkan Summit for Inter-Religious/ Inter-Ethnic Dialogue with major UNESCO sponsorship and several heads of state attending in December 2004.

**Small Grants and Other Follow-on Activities**

- A grant proposal from Jeta e Re in Durres to assist families of children at risk of being trafficked to register their children was submitted to USAID for consideration.
A grant proposal from the City Council of Elbasan to establish an office to monitor/audit municipal spending was submitted to USAID for consideration.

Implementation for a grant activity awarded to the Institute for Contemporary Studies to research and propose improvements in public procurement based on concrete procurement experience of the municipalities of Elbasan and Tirana continued.

A grant to train court secretaries in several regional workshops continued implementation with training of the first contingent of court clerks from Durres and Tirana.

A grant to repair an irrigation system for 45 families in the village of Sineballaj, Kavaja district, completed implementation.

A grant to furnish a citizen information center in Maminas, Durres district, completed implementation with the official inauguration planned for Nov 1.

A grant to the Agency for the Promotion of Foreign Investment to publish a brochure of investment opportunities in the agribusiness sector was cancelled as another donor was found to publish the brochure.

A grant to furnish a room for the city council of Erseka so that citizens may attend city council meetings continued implementation.

A grant to enable the Agricultural Vocational School of Cerrik to build a greenhouse for students completed implementation.

A grant proposal to enable the Maize Research Institute to demonstrate hybrid corn seed was approved and began preparations.

A grant to provide the city of Erseka with water meters continued implementation.

A grant proposal to promote greater gender balance in politics was approved and began implementation.

A grant proposal to enable the Muslim and Bektashi communities of Kruja to rebuild a health clinic completed implementation.

A grant proposal to assist the City of Kucove to establish a One-Stop Shop for Business continued implementation.

A grant proposal to repair a second field road in Gorican, Berat district to provide access to another 30 hectares of prime agriculture land for 70 families continued under consideration at USAID.

Guidance was provided to several returned participants who are in the process of preparing grant applications. Projects involve elections monitoring, registration of children at risk of being trafficked, City Council commission to audit municipal spending in Elbasan, watermelon production in Saranda, plastic mulch film, tax-payer transparency in Pogradec and Korca, olive oil processing workshop proceedings, intensive apple growing technology, and village events.

Noteworthy Events

A draft training plan was submitted to USAID/Albania in October. A partial FY 2005 plan was approved by the Mission for SOs 1.3, 3.2 and 4.1. SOs 2.1 and 2.2 will be approved after work plans are approved for new projects.
December 21, USAID/Albania Senior Agricultural Development Advisor Son Nguyen and Agriculture Specialist Kristaq Jorgji, together with World Learning Program Officer Ilir Mehmeti, inspected the greenhouse built by the Agricultural Vocational School of Cerrik with the help of a follow-on small grant.

Cost-Savings Measures

- $3,740 was saved by applying reduced M&IE rates for the third-country training program in Women in Politics Training in Sweden.
- $1,668 was saved by applying reduced M&IE rates for the Anti-Trafficking Conference Sion, Switzerland.

Total Cost Savings.........$5,408

PTP/Bosnia and Herzegovina

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

Success Stories

Please see the USAID Participant Training Website http://www.eetraining.net/databases.html#success for full details on the following Success Stories reported during this quarter:

- Treasury Activities Improved in Bosnia Within Six Months of US Training Program
  Treasurers from the Federation and the RS attended training in Washington, DC, and the Assistant Minister from the RS Ministry of Finance was able to implement most of his action plan within 6 months of his return home. Internal control procedures have been introduced and an efficient accounting system for budget beneficiaries has been established. In his words: “These experiences were necessary in order for us to begin moving forward with the planned reforms.”

Media Coverage

- An article from the Bulletin of the Association of Mediators in BiH described a recent training program on the subject of “Utilizing Alternative Methods of Commercial Dispute Resolution in BiH” for senior court officials. The program was conducted in the Republic of Ireland and the United Kingdom, September 18-25, 2004. Among the participants of the program were representatives of the Association of Mediators in BiH and judges of the commercial departments of the courts in Banja Luka and Tuzla, as well as observers from USAID/ ERO Department and representatives of SEED.
As described in the article, during the training program the participants from BiH had the opportunity to learn about commercial mediation in a broader context in both of these countries. They shared experiences and knowledge about: 1) the advantages and drawbacks of the mediation process, 2) the role of associations in offering mediation services, 3) the methods for informing a broader public on the procedure and benefits of mediation, 4) the similarities and differences between mediation procedures, and 5) and the development of mediation associations.

Oslobodjenje reported on December 15 in an article titled “Lobbying for a better business environment” that the Office of the High Representative (OHR) has transferred responsibility for managing the Bulldozer Initiative to the BiH Business Association at the beginning of November, and that the transfer is now official. Project Bulldozer was launched by the High Representative in November 2002 to assist entrepreneurs in BiH to overcome obstacles to launch successful businesses and to create new jobs.

“Two phases of the Bulldozer Project have already been completed and preparations are in progress for presenting 50 new measures that will be forwarded to the Council of Ministers on December 23, which will represent the third cycle of the Project. Through this process we are introducing lobbies as a new mechanism that will contribute by helping that proposals from entrepreneurs get through to the authorities and Parliament”, said the Bulldozer team leader Alija Remzo Baksic (participant in the third country training programs: Improving Public Policy Advocacy in 2004 and the Third CEE Corporate Governance Roundtable in 2002) at the ceremony.

In-Country Training

As a part of a continuation of on-going technical assistance activities, and following passage in June 2004 of the first BiH state-wide Law on Accounting and Auditing, USAID/IBTCI Private Sector Accounting Project and World Learning/PTP worked in partnership to conduct a two-day regional seminar on audit and professional ethics in Banja Luka, October 12 – 13. The goal of the program was to equip Associations of Accountants and Auditors who are members of the South-East Europe Partnership for Accountancy Development (SEEPAD) with knowledge and understanding of the updated International and EU standards and professional guidance in accounting and auditing. This regional seminar gathered 20 auditors and accountants from five countries including Romania, Albania, Serbia and Montenegro and Bosnia and Herzegovina.

The seminar was presented by two individual consultants associated with International Development and Partnerships (DDPI) and French Organizations of Accountants and Auditors (CNCC/OEC), Mr. Jean-Francios des Robert and Mr. Patrick Biolley. World Learning/PTP coordinated with the BiH Ministry of Foreign Affairs for five participants from Romania and two participants from Albania to obtain BiH visas at the borders.
Noteworthy Events

On October 19, Program Officer Sabina Dervisefendic and Program Assistant Hejdi Petrovic attended a press conference on the occasion of presenting the result of the Pilot Project "Introducing Mediation to the 1st Instance Court in Banja Luka". The press conference was organized by the Ministry of Justice of BiH and Southeast Europe and Enterprise Development and attended by numerous participants in USAID/PTP programs on Alternative Dispute Resolution (ADR) and Commercial Dispute Resolution (CDR) issues.

Cost Saving Measures

- $159 was saved in travel costs by negotiating with the travel agent and $1,387 was saved by applying reduced M&IE rates for the third-country training program in Fresh Fruits and Vegetables Post-Harvest.
- $145 was saved in travel costs by negotiating with the travel agent and $3,333 was saved by applying reduced M&IE rates for the third-country training program in Electricity Regulatory Training.
- $30 was saved in travel costs by negotiating with the travel agent for the Wonca World Conference on Family Doctors held in the US.
- $7 was saved in travel costs by negotiating with the travel agent and $259 was saved by applying reduced M&IE rates for the third country training in Borland-Delphi Training for Tax Administration.
- $90 was saved in travel costs by negotiating with the travel agent for the third country training program, Transparency International AMM.
- $176 was saved in travel costs by negotiating with the travel agent for the third country training program World Travel Market.
- $169 was saved in travel costs by negotiating with the travel agent and $413 was saved by applying reduced M&IE rates for the third country training in Fish Feeding and Processing.
- $77 was saved in travel costs by negotiating with the travel agent and $865 was saved by applying reduced M&IE rates for the third country training in Effective Implementation of Judgement Enforcement Laws.

Total Cost Savings..............$7,110

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 USAID Participant Training Website http://www.eetraining.net/databases.htm#success for full details of the following Success Stories reported during this quarter:

- **Participants Introduce Electronic Tax Filing in Bulgaria**
  Within a year of attending training in North Carolina and Maryland, a group from the National Revenue Agency has introduced the following procedures: The basic tax form has been improved. All individuals can now file their individual income taxes online. All companies can file their Value Added Tax (VAT) online. These are truly remarkable changes. It is further expected that other types of taxes (such as corporate) will be payable online soon. In addition, legislation is under review that will allow refund payments to be paid directly into individual bank accounts.

- **Supermarket Opened in Kozloduy, Bulgaria With Small Grant Funding**
  An in-country training program was designed to stimulate economic development in towns with significant minority (Roma) populations. One trainee applied successfully for a small grant to open a supermarket, offering a service and providing employment to the Roma people.

**Media Coverage**

The December 13 edition of a local newspaper, Drastar – Silistr, featured an article about a small grant being implemented through PTP by the Information Center for Development of Sitovo Municipality. The grant provides Internet services for small and medium businesses. A translation of the article can be found in the Appendix to Section 1.

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

- October 19 and 20, various staff attended different parts of a conference hosted by the USAID Community Funds and Social Enterprise projects at which results and challenges of these projects were discussed in public forums. PTP has organized several study tours in support of these projects.

- October 28, World Learning staff Kristina Grozdilova and Kostadin Evstatiev traveled to Blagoevgrad to attend the opening of an Anti Drugs exhibition organized by the Community Charity Fund – Blagoevgrad as part of a school education campaign aimed at raising students’ and teachers’ awareness on the harmful effect of alcohol, drugs and nicotine. The information campaign is funded through a PTP small grant in the 5th round of the Small Grants Program.

- December 10, World Learning staff Kostadin Evstatiev and Kremena Natcheva traveled to Lulyatsite, near Gabrovo, to attend a one-day seminar hosted by local
participants in the recent PTP third-country training program in Contracting Out Social Services. The event organizers’ goal was to monitor the progress made within some 2 months since return from training in Poland. Four Bulgarian towns -- Gabrovo, Rousse, Pazardzhik, and Stara Zagora -- whose municipal and NGO leaders are already making large steps towards improving the quality and adequacy of municipal social services, reported on particular activities from their PTP Action Plans, discussed the challenges encountered in the process, and commented on the implications of their experience.

- December 20-21, World Learning staff Kristina Grozdilova, Miglena Mladenova and Matt Brown traveled to Gabrovo and Dryanovo for several purposes: (a) to attend the opening of a kidney treatment center at the local hospital, for which funds were raised using techniques studied during PTP US training in Community Funds; (b) to have follow-up discussions with local participants from US training in Hospital Reform; and (c) to monitor the current PTP small grant “School for Volunteers in the Social Sphere.”

Noteworthy Events

- October 2-5, Kristina Grozdilova traveled to Bratislava, Slovakia to monitor a third-country training program in Anti-Corruption Education. A full report of the visit can be found in the Appendix to Section I.

- November 4 – 20, World Learning/Bulgaria assisted a team of consultants invited by USAID to conduct a combination impact assessment (11 years of participant training) and legacy exploration. World Learning arranged and/or participated in several meetings with partners and international donor representatives, and hosted two focus group meetings with former participants. At these meetings, one participant commented that in terms of achieving developments and reforms, “PTP programs shorten the journey from point A to point B.” Another said that “there is absolutely no substitute for people seeing models with their own eyes and becoming convinced that the theories can actually work.”

Cost-Savings Measures

- $1,148 was saved by purchasing airline tickets in Bulgaria at a lower cost than in the US and $77 was saved by translating documents in-house for the US training program in National Revenue Agency Change Management.
- $2,400 was saved by negotiating the cost of airline tickets, $35 was saved by translating documents in-house, and $2,940 was saved by applying reduced M&IE rates for the third-country training program, Tour of European Energy Regulatory Office.
- $5,984 was saved by negotiating the cost of airline tickets and $1,760 was saved by applying reduced M&IE rates for the third-country training program in Enhancement of Legal Professionalization and Member Services.
- $3,640 was saved by negotiating the cost of airline tickets, $35 was saved by translating documents in-house, and $2,300 was saved by applying reduced M&IE rates for the third-country training program in Integrity of Procurement Award Process.
- $1,200 was saved by purchasing airline tickets in Bulgaria at a lower cost than in the US for the US Elections Observation Study Tour.

Total Cost Savings.........$21,519

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 USAID Participant Training Website http://www.ectraining.net/databases.htm#success for full details on the following Success Stories reported during this quarter:

- Croatia National Bank Improves Information Technology Supervision of Banking Sector
  Leaders from the Unit for On-Site IT Supervision at the National Bank attended training in Germany and Spain. Since their training they have reportedly raised their IT security skills and awareness to a new level: as a result of their revision of the on-site IT examination questionnaires, banking IT systems can now be examined more effectively, with the result that risks can be determined and remedial actions proposed. Currently the returned participants are in the process of drafting regulations and guidelines in the area of IT risk management.

Media Coverage

- Nevenka Markovic, President of the Commercial Court and participant in a training program in Court Administration and Judges Exchange, October 08-22, was interviewed on the television program “Dnevnik” on HTV on October 27. Judge Markovic discussed her program in the US, and the cooperation between the Commercial Court in Zagreb and the Bankruptcy Court in Nashville, explaining how the two courts established a special link and are now “twinned”.

- Returned participant Dordana Barbaric, President of the Association “Most” in Split appeared on the television show “Croatia Today” on HTV on October 21 during her training program in Corporate Social Responsibility in the UK, October 24-31. The
NGO “Most” is an association that provides accommodation and care for the homeless in Split. Additionally, they organize psychosocial help, counseling, food and drink, resolving identity/documentation problems, etc. In order to operate successfully, each year the association has received funds from the state budget. However, this year they did not receive any funds from the state. Because of this, the association experienced serious financial problems and almost closed down. Ms. Barbaric explained that the existence of this kind of association is a necessity not only for Split but also for the wider area of mid-Dalmatia. She used media attention to ask for more donations.

- The television show “Good Morning Croatia” on HTV on November 25 hosted returned participant Nermina Kormarić, President of the Women’s Room Association. Since November 25 is the international day of non-violence, Ms. Kormarić was invited to the show to present the activities of Women’s Room, one of the most efficient shelters for women and victims of abuse. The participant attended a training program entitled “National Committee Members for Combating Trafficking in Persons” in Macedonia and Italy, November 3-7, 2002.

- The daily newspapers Večernji list and Dnevnik editions of November 4 carried articles about doing business in Croatia and quoting former participant Simeon Djankov. “It is very difficult to start and do business in Croatia, said Simeon Djankov while presenting the World Bank report “Doing Business in 2005 – Removing Growth Barriers”. According to a series of indicators that were addressed in the report such as how long it takes to start a business, registering property in land registry books, bankruptcy expenses, rigid labor legislation, Croatia is mainly found at the bottom of the global ladder...”

- An article in the December 11 edition of Večernji list highlighted the recent work of returned participant Zdenka Gizdic, President of the Main Board, Croatian Trade Union of Nurses and Hospital Technicians, who attended a training program in Poland in June 2003 on the topic of Transparency in Economic Restructuring. Ms. Gizdic represented Croatian Trade Union of Nurses and Hospital Technicians at a meeting with Government representatives regarding the new collective bargain for the all employees in Croatian health system. Due to very poor working conditions and quite low salaries, three main health unions are trying to negotiate a better position for the Croatian health system employees.

- The December 11 edition of Večernji list announced that former participant Mr. Davor Govorcinovic, Mayor, City of Hrvatska Kostajnica, received an award for Protection of Human Rights from the Croatian Helsinki Committee. As a Mayor of Hrvatska Kostajnica, Mr. Govorcinovic personally contributed to the massive return of refugees of all nationalities to Hrvatska Kostajnica. As a participant, Mr. Govorcinovic attended two training programs: Integration of Minorities in Ireland, November 18-25, 2000 and Regional Local Government Cooperation ECRA in France, June 29 - July 5, 2003.
In the December 24 edition of the weekly magazine *Viroviticki list*, returned participant Ksenija Plantak, Mayor of the City of Slatina, provided an overview of all activities that the local government of the City of Slatina took during the year in order to improve living conditions. Ms. Plantak emphasized the significant assistance of USAID, World Learning, AED and other international organizations that help them to achieve positive changes in the city and surrounding areas. Ms. Plantak took part in two training programs: Regional Local Government Cooperation LGPR in France, June 22-28, 2003 and Citizens Participation for Local Government Part II, October 10-16, 2004.

**In-Country Training**

- **Doing Business in Croatia** was held in Zagreb, November 3-5. The training was provided by Mr. Simeon Denchev Djankov of the World Bank. Mr. Djankov presented a comprehensive analysis of the subject by showing that a vibrant private sector is promoted through firms investing, creating jobs, and improving productivity. Government reforms, such as macro-stabilization programs, price liberalization, privatization, and opening to foreign trade are all essential elements.

- **A Grant Making Conference** was held in Opatija, November 14-16, for 34 participants. The trainers included Ms. Zvjezdana Shultz Vugirm from the Association “Smart” and Ms. Morana Samodalka and Andreja Tonč from AED. The conference promoted best practices in grant-making among various grant-making entities in Croatia, including AED’s Partners for Local Initiatives (SMART, MI. OGI), other NGOs, local and national government bodies, corporations and foundations. Since the practice of transparent grant-making procedures is still underdeveloped in Croatia, the conference allowed participants to share experiences and techniques, as well as learn about international best practices in terms of grant selection, monitoring, reporting, and evaluation procedures.

- **A Tourism Conference** was held in Split, November 28-29, for 55 participants. The training provider was the Association of Small and Family Owned Hotels. The conference served as a recapitulation of the activities of the current members of the Association, as well as a strong marketing tool for attracting new members. Training objectives were: 1) Strong marketing based on excellent performance of the association members; 2) Sales/promotional event targeted towards recruitment of about 50 new members; 3) Promotion and information on specific training and creation of knowledge database.

- **Technical Assistance in Market Risk Assessment, Part II**, was held in Zagreb and completed December 24 by James J. Giannetto. The program supported the Croatian National Bank (CNB) and its Sectors for Bank Supervision. The program is a continuation of the activities conducted April 12-September 24 and supported the Unit of On-Site Supervision of Market Risk Management in Commercial Banks.
Small Grants and Other Follow-On Activities

The Small Grants Workshop took place on October 28 in the Hotel Dubrovnik in Zagreb. This year, small grants were awarded to 12 participants.

Cost-Saving Measures

- $1,020 was saved by purchasing airfare in Croatia instead of in the US for the US training program in Citizens Participation and Local Governance.
- $150 was saved by negotiating hotel accommodation discounts for the technical assistance program, Doing Business in Croatia.
- $1,824 was saved by negotiating meals and conference facilities with the hotel for the Grant Making Conference.
- $6,300 was saved in early group registration discounts and $7,083 was saved in early group flight reservations for the third country training, Practical Seminar on Agricultural Policy.

Total Cost Savings........$16,377

PTP/Kosovo

Staffing

- Training Assistant Mehrije Navgaci, was promoted to the position of Program Officer and started her new position on December 1.
- Hyrije Gashi was hired as Program Officer for TCT and started on December 1.

In-Country Training

November 4-5, the second session of a training program in Promoting Public Education and Information took place at the Hotel Grand in Pristina. The first session took place in Ohrid, Macedonia, October 4-11. The session was organized to share information on participants’ public education events, which had been planned during session one.

Noteworthy Events

- October 8-9, Program Manager Aferdita Mekuli and Finance/Administrative Officer Hamide Gashi traveled to Ohrid, Macedonia for a two-day monitoring visit of the third-country training component of Promoting Public Education and Information that
concluded in Pristina in November. A full report of their visit can be found in the Appendix to Section 1.

- November 2, Program Manager Aferdita Mekuli and Independent Contractor Delfin Pllana attended an information and education session for youth regarding decision-making in the municipality of Pristina.

- November 5, Country Director Kristine Jenkins and Program Manager Aferdita Mekuli traveled with USAID Program Officer Antigona Mustafa to Skopje to meet with World Learning/Macedonia staff and USAID/Macedonia officials. The meeting was arranged in order to learn about the cooperation between World Learning and USAID in Macedonia, and to hear about their programs and procedures. The meeting was very useful.

- Former participant Haki Shatri has been appointed Minister of Finance and Economy. Mr. Shatri attended training in Macroeconomic Policy and Structural Reform in Austria in June 2004.

- Two former participants, Qerim Halilaj and Driton Krasniqi were awarded Best Farmer of the Year awards by the local Dairy Association. They attended a training program in the US in Improving the Competitiveness of the Kosovar Dairy Sector in September 2004.

Cost-Saving Measures

- $20,868 was saved by negotiating with local training providers for an in-country training program in Promoting Public Education.
- $1,850 was saved by purchasing airfare in Kosovo instead of in the US and $250 was saved by translating documents in-house for an training program in Increasing the Competitiveness of the Wood Processing Sector.
- $3,948 was saved by purchasing airfare in Kosovo instead of in the US for an in-country training program in Improving the Competitiveness of the Dairy Sector.
- $64 was saved in visa costs and $1,122 was saved by applying reduced M&IE rates for the third-country training program in Building Codes Formulation.
- $408 was saved by applying reduced M&IE rates for the third-country training program, Wharton College Training in Managing Pension Investment Funds.
- $400 was saved in heating oil for the office as a result of a Public Benefit status designation.

Total Cost Savings $28,910
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 USAID Participant Training Website
http://www.eetraining.net/databases.html#success for full details on the following Success Stories reported during this quarter:

- **First Group of Macedonian Insurance Actuaries Certified**
  Six members of the recently established Macedonian Actuarial Association attended a Training of Trainers program in the UK. This is part of a process of strengthening the profession through establishing educational and training programs for actuaries in Macedonia, in accordance with international standards, without the need to bring foreign faculty to the country. These new actuarial professors have also been managing a public education program, “What is an actuary,” raising public awareness and promoting future actuarial development as the only way to ensure that people are adequately protected in their social and insurance contracts. As two of the professors said, “We believe that this training will be a great incentive for our professional growth, as well as for the further development of the actuarial profession in Macedonia in general.”

Media Coverage

- An article in Utrinski Vesnik, October 9 – 11 edition, reported on the summer 2004 training in New York of participant Nenad Sekirarski, a fashion consultant with Aid to Artisans, who attended two-weeks of market readiness training. The program was created to expose participants to the US market and provide them with an understanding of American customers, including direct networking opportunities, with potential buyers. “I really liked New York and I must admit that it felt like home. But, what is more important, the Americans really liked my design. They are interested in my products and I received an invitation to participate at the Accessories’ Fair in New York. Last fall, the bag that I designed was exhibited in a boutique located on Fifth Avenue,” said Sekirarski. The fashion designer was also a participant in the Seminar for Macedonian Textile Designers, a program that was organized in three phases at three different locations in Macedonia (Ohrid, Stip and Strumica), and which targeted designers and management of textile companies in Macedonia.

- Mils News reported on December 17 that the Macedonian Parliament elected a new Government. With 71 votes for and 25 against, the Parliament elected the new Government of the Republic of Macedonia, which was suggested by the Mandator
Vlado Buckovski. This Government is third in line of the current Parliamentary majority that consists of the Social Democratic Union of Macedonia (SDSM), Liberal Democratic Party (LDP) and the Democratic Union for Integration (DUI). The Parliament elected the new Government and the new Prime Minister, Vlado Buckovski, after November’s resignation of the former Prime Minister Hari Kostov. The new Prime Minister promised that Macedonia will get NATO’s invitation in 2006, and will acquire the status of EU candidate-country.

Buckovski announced that the priorities of the new Government would be economic growth, reform in the judiciary, fight against organized crime and corruption, and further implementation of the Framework Agreement. Buckovski, in his address to the MPs, promised that the foundation of the new Government would be respect of democracy, governing according to the law, human rights and individual freedoms.

It is worth mentioning that six of the new government ministers have been participants of USAID-sponsored training, most of them under PTP since 1998 and managed by World Learning, including: Vlado Buckovski, Prime Minister; Ilinka Mitreva, Minister of Foreign Affairs (re-elected for second time); Ljubomir Mihajlovski, Minister of Internal Affairs; Jovan Manasijevski, Minister of Defense; Mr. Zoran Sapurik, Minister of Minister of Environment and Physical Planning; Radmila Sekerinska, Vice Prime Minister for European Integrations.

- The December 2004 edition of USAID’s Frontlines publication included an article about Macedonia’s first insurance actuaries to be trained and certified. (Please see the related Success Story cited above). A copy of the article can be found in the Appendix to Section 1.

In-Country Training

- October 20-24, World Learning/Macedonia in cooperation with SEAF, organized an in-country training program in Employee Motivation. The program focused on helping the participants and their companies to organize human resource departments and establish sales incentives as well as compensation plans for the employees. Violeta Stoichkova and Maria Shishkova, consultants from AIMS Bulgaria, presented models and shared skills and knowledge in creating better working environments within companies and in developing highly motivated and more productive employees. Participants of the training program were senior managers and managers of sales departments at On.net, an Internet Service Provider; Gica, a producer of eggs, chicken meat and animal feed; and Mako Market, a retail chain and producer of chocolate spread products.

- October 25-29, three participants attended the Information Security Management System Course in Skopje and were awarded Certificates on December 1 for successfully completing the course by the British Standards Institute in London. The training event was targeted at three public institutions: the Government of Macedonia.
the City of Skopje and the Directorate for Classified Information Security, for which
information security plays a very important role. The Directorate is looking at
standardizing protection of its most valuable asset – information. The objective of the
training was to provide attendees with the necessary skills to implement an ISMS that
is compliant with the code of practice of ISO/IEC 17799:2000 and that meets the
registration requirements of BS 7799-2:2002 – all EU-recognized standards.

The ISMS Course also addressed needs emanating from a new law in Macedonia, one
related to Classified Information and Information Security, and one that will make
Information Security Management Systems a priority in sensitive government functions soon. All three participants held important positions in their respective institutions, and this is the first time such a course was offered and delivered in Macedonia. A local provider partnered with BSI to handle recruiting and organization issues related to the course.

- Strengthening the Capacity of Apparel Manufacturers training was implemented in the
  span of 17 days between November 11 and December 3, and was composed of two
  subsequent phases:
  - One-to-one consultations between the representatives of the participating apparel
    companies from Macedonia and consultant and trainer Jeanne Atkinson of Global
    Marketing Strategies in the US
  - A two-day seminar that took place at the OAZA Hotel in Stip on December 1-2

Based on the observations and conclusions from her visits to apparel companies, the
trainer prepared the workshop. During that two-day event, the trainer presented a
notebook that was prepared to give participants an overview of competition and
competitive methods, trade laws, merchandising, marketing strategies and market-
outreach techniques. All along, she addressed questions from an audience of apparel
manufactures and agents.

Noteworthy Events

- October 6, a ceremony was held at the Aleksandar Palace Hotel to mark the official
  beginning of the Union of Chambers. On this occasion, speakers, including
  representatives of the Central Government, promoted the Union's Trade, Industry and
  Services Chambers. According to Mr. Vladimir Todorovik, President of the Trade
  Chamber and owner of the TINEX chain of supermarkets, the Macedonian economy
  is at the same level as it was twenty years ago. This was the main reason for
  initiating a partnership between the newly created union and the Government, in
  order to support much needed economic development. Stevce Jakimovski, Minister
  of Economy, sees the establishment of the Union of Chambers as very important for
  strengthening cooperation between business and elected authorities. At this moment,
  the Union counts 600 members, and each member contributes a voluntary
  membership fee. Mr. Gligorov, President of the Services Chamber and owner of the

26
firm Login, participated in two third-country training programs and one US training program.

- December 7, the Association of Meat and Dairy Producers in Macedonia had a presentation of the latest, third, revision of the Standards of Quality. As it was pointed out, this time the standards are more restrictive. Also, the Association started working on the implementation of Hazard Analysis and Critical Control Points (HACCP) standards. At the moment, 11 companies representing the Meat and Dairy, Fruit and Vegetable and Lamb Sector are involved in this process, and it is believed that by May 2005 some of the companies will have implemented HACCP standards. At the same time, the Association announced its winning of the international award “Associations Make the World Better.” It then presented results from the first consumer panel in Macedonia, with special emphasis placed on the attitudes, demands and habits for purchasing meat and dairy products.

A group of nine members, including representatives of associations and a Land O’Lakes representative went on third country training in Modifying, Upgrading and Developing the SOQ Standards in Greece and Slovenia in May 2004. The training was designed to improve the overall quality of Seal of Quality products and provide the participants with information on EU regulations, contacts with similar organizations, information on quality control systems, food safety systems implementation and accreditation, as well as to provide them with knowledge regarding laboratory accreditation procedures.

Cost-Saving Measures

- $1,784 was saved by applying reduced cost M&IE rates for the third-country training program in Institutionalization of Civic Education at Pedagogical Faculties.
- $201 was saved by having a group visa issued instead of individual visas for the third-country training program, Pension Course in Switzerland.

Total Cost Savings........$1,985
APPENDIX TO SECTION 1

- Report on Region VIII NAFSA: Association of International Educators Conference by Amelia Kuklewicz of World Learning/DC

- Translation of article from Drastar - Silistra, December 13, about Bulgaria Small Grant for Infobroker Service Information Center for Development of Sitovo Municipality

- Site Visit Report to Bratislava, Slovakia for Anti-Corruption Education Program by Kristina Grozdilova of World Learning/Bulgaria, October 2-5

- Site Visit Report to Ohrid, Macedonia for Promoting Public Education Tools for Municipal Public Information Officers and Community Members Program by Aferdita Mekuli and Hamidc Gashi of World Learning/Kosovo, October 8-9

- Article from Frontlines, December 2004, “Macedonia Trains First Insurance Actuaries”
January – March 2005 Programming Highlights

U.S. Training

World Learning managed training for 33 participants in five 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.

Local Government Reform need dates of programs

Croatia's goal to increase the capacity of local governments to manage their resources better was accomplished this quarter through a series of three city twinning training programs, designed and implemented by International City/County Management Association (ICMA). Local government officials in Croatia were linked with their counterparts in the US as part of an exchange to develop bilateral and regional partnerships.

- City Twinning I, January 14-22, 2005
  The first program brought 10 local government officials from three local governments in Istria (Porec, Umag, and Rovijn) to Port Townsend, Washington. Officials from Port Townsend had traveled to Istria in October 2004 to participate in the first exchange and to identify topics of mutual interest on which to focus. The three major areas identified that the training program addressed were public-private partnerships, illegal building, and seasonal tourism development. The City of Port Townsend introduced the participants to these topics through many site visits and presentations including: a federal fish hatchery (importance of its partnership with the City of Port Townsend on watershed management issues); the City of Tacoma (major public-private initiative to redevelop the Foss Waterway area of the city); Port Townsend’s Planning and Development Services Departments (how the city manages planning, zoning, permitting, development controls and code enforcement); Jefferson County Historical Society (how the historical city hall is being restored and expanded); the Port of Port Townsend (the city’s approach to waterfront redevelopment and the community’s interest in balancing tourism-related activities); and Fort Worden State Park (conversion of a former military facility into a local, regional, national and international center for cultural, educational and tourism-related activities).

- City Twinning II, February 25-March 5, 2005
  The second program of 12 local government officials, from three local governments in Istria (Buzet, Labin, and Pazin), traveled to the Northeastern Oregon communities of Pendleton and La Grande. Officials from Pendleton and La Grande and a
representative from the Northeast Oregon Economic Development District had traveled to Croatia in October 2004 to participate in the first exchange and to identify topics of mutual interest. The three major areas identified that the training program addressed were economic development, public safety, and emergency services. The training program introduced the participants to these topics through site visits and presentations with the City of Pendleton (use of enterprise funds for economic development); the Confederated Tribes of the Umatilla Indian Reservation (economic development efforts and partnerships, tour of industrial site, resort, and casino); Pendleton Woolen Mills (efforts to update the facility to increase efficiency and competitiveness); Keystone Recreational Vehicle manufacturing plant (public-private partnerships); Blue Mountain Community College (small business development); Eastern Oregon University (partnership between community and university to promote economic growth); Union County Commissioners (regional economic development efforts); Northeast Oregon Economic Development District (loan programs, grants, technical assistance to local government and non-profits, etc.); and Terminal Gravity (microbrewery – specialty business and emerging sector of regional economy).

- **City Twinning III, March 5-12, 2005**

  The third program in this series consisted of four local government officials from the City of Karlovac, who traveled to Kansas City, Kansas (Wyandotte County). Officials from Kansas City had traveled to Croatia in November 2004 to identify topics of mutual interest on which to focus. Like the first group, their training focused on public-private partnerships, illegal building sites, and seasonal tourism development. The training program introduced the participants to these topics through the following site visits and presentations including the Village West Tourism District (establishment of a tourism district, public-private partnership); Unified Government of Wyandotte County and Kansas City (organizational structure and consolidation of city/county government, revenue sources, bonding of long-term debt, and capital investments); Home Builders Association and private housing developers (what government can do to attract new housing developments, tour of residential developments sites); and public-private partnership models creation (different legal and procurement arrangements that can help with local development – methods of bidding, criteria for selection of developers, and ways to keep citizens aware of decisions that are taken).

Court Administration need titles and dates of programs

CEE continues to make marked progress in facilitating and expediting the hearing of court cases and the rendering of decisions.

- **Chief Judge George Paine** of the U.S. Bankruptcy Court for the Middle District of Tennessee who has hosted two previous PTP programs for Croatia, designed a third program that was held January 8-21, 2005 to teach two Croatian Judges about implementing local rules, simplifying decisions and writing techniques, lawyer discipline both in and out of the courtroom, judicial professional development/training, administration of courts, effective registration of companies,
effective filing and perfection of liens on real and personal property, effective registration of real property deeds and mortgages, and the benefit to judges from judicial organizations and bar organizations. The training included a number of actual courtroom visits. The participants observed Chapters 11 and 13 proceedings at the Circuit Court. After these court visits, they received an in-depth look into the Chapter 11 hearings, along with the specifics of land and deed registry. At the Public Defenders Office, they saw how lawyers do pro-bono work; this office was set up to help provide access to legal representation. At a law firm, participants learned about the bank and mortgage systems in the US and the process for US companies to do business in Croatia.

- Eight Albanians, including a representative from the Ministry of Justice (MOJ), active chief judges, chancellors and court administrators, participated in a program that focused on court files and records management at Northern Florida International Visitor’s Council/Florida A&M University in Tallahassee, Florida, January 31-February 11, 2005. Participants received an overview session on the US court system, attended a meeting with officials to discuss the U.S. National Archives and Records Administration (NARA), and made site visits to the U.S. District Court, Northern District of Florida, First District Court of Appeals, Supreme Court of Florida Clerk’s Office, Leon County Clerk of Circuit Court’s Office, Orange County Clerk of Courts’ Office, and the Wakulla County Clerk of Courts’ Office. The site visits provided participants an opportunity to discuss the experiences of court filing officials and judges.
Meetings, Conferences, and Presentations

- January 21, Patricia Howe, Senior Program Officer, conducted an in-house writing workshop for PTP staff. The workshop focused on improving the grammar, punctuation, content, and tone of written documents, including emails, RFTPs and recommendation letters.

- February 25, PTP staff attended an in-house training session on the use of World Learning’s intranet, Community Now (C*Now).

- March 10-11, Dorothea Antonio, Colin Davies, Meryl Feingoldi, Amelia Kuklewicz, Lisa Posner Olocco, and Richard Wellons attended the National Council for International Visitors National Conference in Washington, D.C. Colin Davies gave a presentation to a very well-attended session on “Training Opportunities for Councils for International Visitors.” While there, significant contacts were made with the International Visitors Council of Columbus; Easter Seals Nebraska; Miami Council for International Visitors; International Visitors Council of Kansas City; and Ventures International.

- March 14-17, Staff attended World Learning for International Development’s Spring Conference 2005: Local Communities Leading Global Change, in Harper’s Ferry, West Virginia (funded by World Learning). A panel presentation on START participant training moderated by Project Director Colin Davies was given by Matt Brown (WL/Bulgaria); Julie Hamlin (WL/Azerbaijan); Cindy Rogers (WL/Croatia); and Matty Thimm (WL/Albania).

Training Provider Outreach

The Resource Center coordinated visits to the PTP office from 16 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: Nonprofit Enterprise and Self Sustainability Team; University of California, Santa Cruz; University of South Florida; State and Public Policy Group; Groupe ESA - Ecole Superieure D'Agriculture D'Angers; Citizen Diplomacy Council of San Diego; Illinois State University; Florida A&M University; Charney Research; University of Richmond; Virginia Commonwealth University; Southwest Virginia Higher Education Center; World Affairs Council Dallas; ASTRION; Temple University; and the Foundation for Russian American Economic Cooperation.
Field Offices

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 USAID Participant Training Website http://www.eetraining.net/databases.htm#success for full details on the following Success Stories reported during this quarter:

- **Summer Camp for Orphans to Prevent Anti-Trafficking of Albanian Children is Result of USAID Training and Grant**
  A group trained in different towns in Bulgaria on citizen participation, local government transparency, sustainable local development, citizens advisory councils, and the role of the media. The participants are now resolved to strengthen existing citizen networks, to identify community priorities, and share resources and best practices.

Staffing

- Dr. Brunhilda Stamo began as Program Officer on January 5.
- Ermira Shehi, the current Administrative/Financial Assistant, trained Fabian Selmanaj, who was hired to replace Ermira as Administrative/Financial Assistant as Ms. Shehi started in her new position as Program Officer in January.
  
- Fabian Selmanaj did not pass the probation period and was terminated. Ilir Hasani was hired as the new Administrative/Financial Assistant in February and began working on a part-time basis in March.

Media Coverage

- Extensive news coverage was given by local and national television stations to the February 9 awards ceremony honoring nearly 200 participants who took part in third country and US training programs during 2004.

- March 31, Country Director Matty Thimm spoke about USAID/Albania’s Participant Training Program during a 20-minute slot on the national Albanian Television channel TVSH. Many photos of the results of training programs, whether financed through small grants from PTP or by the organizations themselves demonstrated the importance of strong partnerships and commitment on the part of PTP with
participants and other USAID projects and donors. The program was rebroadcast several times.

Third Country Training

- 8 participants attended training in Primary Health Care Finance Reform in Lithuania, January 19-25.
- 11 trainees participated in the Herbs and Spices-Green Week Trade Fair and Training Program, January 22-29, in Germany
- 8 participants attended an Energy Database Training Program in February in Austria.
- 4 trainees participated in the Annual Conference of Election Administrators in the UK, February 5-10.
- Training in Seal of Quality for Meat and Dairy was held in Macedonia for 10 participants, March 13-19.
- 12 participants traveled to Germany for the International Tourism Berlin Fair and training program in Berlin, March 10-16.
- Health Management Information Systems training was attended by 12 participants, March 27-April 3, in Israel.

In-Country Training

- A six-month in-country training program to promote family planning, prenatal care and protection against sexually transmitted diseases in rural areas of Berat and Kucove completed implementation by the Albanian Center for Population and Development (formerly the Albanian Family Planning Association). Trained promoters continued to conduct their awareness raising activities with villagers using the arts to reach more than 3600 villagers. A comparison of 2003 with 2004 data show that requests for condoms and other contraceptives more than doubled.

- A new six-month in-country training program to promote family planning, prenatal care and protection against sexually transmitted diseases in rural areas of Elbasan and Gramsh was awarded to Shenditi 2000.

- USAID support through PTP for a Sustainable Land Management Conference held March 13-18 brought two speakers from the US.

Small Grants and Other Follow-on Activities

- A grant proposal from Children Christian Fund in Diber to assist families of children at risk of being trafficked to register their children continued under consideration at USAID.
- A grant proposal from the City Council of Elbasan to establish an office to monitor/audit municipal spending continued implementation
• Implementation for a grant activity awarded to the Institute for Contemporary Studies to research and propose improvements in public procurement based on concrete procurement experience of the municipalities of Elbasan and Tirana ended.
• A grant to train 60 court secretaries from Durres and Tirana in several workshops completed implementation.
• A grant to furnish a room for the city council of Erseka so that citizens may attend city council meetings completed implementation.
• A grant proposal to enable the Maize Research Institute to demonstrate hybrid corn seed continued preparations.
• A grant to provide the city of Erseka with water meters continued implementation.
• A grant proposal to promote greater gender balance in politics continued implementation.
• A grant proposal to assist the City of Kucove to establish a One-Stop Shop for Business completed implementation.
• A grant proposal to repair a second field road in Gorican, Berat district to provide access to another 30 hectares of prime agriculture land for 70 families continued preparations for implementation.
• A grant to equip and train staff of a newly established auditing unit of the city council of Elbasan continued implementation. The unit, the first of its kind in Albania and observed during a training program in Poland, will monitor spending of the municipality of Elbasan.
• A grant to promote transparency by supporting the printing and distribution of a municipal newsletter for the city of Shkoder was approved.
• A grant to conduct training to encourage more women to participate in the summer elections was approved.
• Guidance was provided to several returned participants who are in the process of preparing grant applications. Projects involve elections monitoring, herbs and spices, Shkoder city council transparency, women in politics, voter lists, plastic mulch film, taxpayer transparency in Pogradec and Korca, and village events.

Noteworthy Events

The 2005 awards ceremony held February 9 honored the work of nearly 180 Albanians trained abroad as well as some who had implemented particularly successful grants during the last year through the Participant Training Program. The ceremony was extremely well attended with over 90% of invitees attending. In addition to US Ambassador Marcie Ries, USAID Mission Director Harry Birnholz, Program Officer David Thompson and many others from USAID/Albania, the Minister of Industry and Energy and the Chief Justice of the Supreme Court attended. Highlights included an exhibit of photos depicting various successes and talks by US Ambassador Ries and Mission Director Harry Birnholz. Most television stations included the event in their news broadcasts. Participants appreciated the opportunity to have a group photo taken with Ambassador Ries and Mission Director Birnholz.
Cost-Savings Measures

- $2,776 was saved by applying reduced cost M&IE rates and $5,400 was saved in airfare and per diem by requiring each of 9 participants in the third country training program in Herbs and Spices to contribute $600 each to the cost of their training program in Germany.
- $1,185 was saved by applying reduced cost M&IE rates and $3,107 was saved by negotiating training personnel and administrative costs for the third country training program in Health Care Finance Reform in Lithuania.
- $1,712 was saved by applying reduced cost M&IE rates, $2,180 was saved by locating hotel accommodations outside of the city center, and $23,550 was saved by negotiating training personnel and administrative costs for the Energy Database third country training program in Austria.
- $8,000 was saved in training fees by competitively procuring the third country training program in Health Management Information Systems.
- $2,870 was saved by applying reduced cost M&IE rates, $7,200 was saved in airfare and per diem by requiring participants to contribute $600 each in airfare and per diem to the cost of their training program in Germany, and $3,672 was saved by negotiating training personnel and administrative costs in the International Tourism Berlin program.
- $2,495 was saved in negotiated savings with the training provider and $720 was saved by requiring private sector participants to cost share in their transportation and M&IE costs for the Seal of Quality third country training program in Macedonia.

Total Cost Savings........$66,067

PTP/Bosnia and Herzegovina

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

Success Stories

Please see the USAID Participant Training Website http://www.eetraining.net/databases.htm#success for full details on the following Success Stories reported during this quarter:

- **Agricultural Cooperative in Bosnia Expands Production and Hires More Employees Following Successful Training**
  Following on from the 2004 Cooperative Law, a group of cooperative leaders studied the operation of modern cooperatives in the Czech Republic. Since his return, one cooperative director has expanded his cooperative to include an additional 20 villages, in the process improving the organization of the milk purchase system. He has also purchased new equipment for drying fruit, consequently adding new staff to the cooperative.
Media Coverage

Former participant Mr. Alija-Renzo Bakšić, Bulldozer Committee Team-Leader, was quoted in an article in *Oslobodenje* on January 11 following a presentation by the BiH Business Association to the President of the BiH Council of Ministers of fifty proposals for eliminating economic roadblocks to create a more favorable business environment. “We don’t want to present our dialogue with the executive and legislative authorities in the form of complaints. It is instead important to establish an appropriate and constructive atmosphere under which the Bulldozer Committee and other institutions can present ideas and draw conclusions about things that should be done.” said Mr. Bakšić. The programs he attended included Improving Public Policy Advocacy in 2004 and the Third CEE Corporate Governance Roundtable in 2002.

Third Country Training

- Anti-Trafficking: Government Oversight of NGO Managed Shelters was held in Italy, February 20–27, for 11 ministerial level officials (State Ministry of Justice, State Ministry of Security, Cantonal Ministry of Public Health, Cantonal Ministry of Interiors, Brcko District Public Prosecutor’s Office, Federation Ministry of Education and Science, State Agency for Investigation and Protection of Information) and NGO leaders. This training program was designed to assist BiH government officials in acquiring the knowledge and skills necessary to take over the responsibilities of inspecting, setting standards, coordinating and ensuring security at the existing shelters and safe houses now maintained by NGOs.

- Unified Journalists Association was held in Bulgaria, February 20–7, for 7 members of executive bodies and professional staff of the newly unified BH Journalists Association. The program was focused on two objectives: A) Short-term: a Unified Journalists Association will found its operations on a solid structure, clear goals and an appropriate management model. Members will be trained to create and found an efficient fundraising system and will promote and contribute to the implementation of high ethical and professional standards. B) Long-term: a strong and professional Unified Journalists Association that supports development and protects the freedom of the media in BiH.

- Budget and Finance Improvement at the Municipal Level was held in Poland, February 20–March 3, for 14 directors of municipal finance departments and budget division directors in nine high performing municipalities. The training aimed to provide the participants with clear illustrations and explanations of best practices regarding core components of municipal budgeting such as the development of a multi-year capital improvement program, revenue forecast, budget execution reporting for municipal councils, and year-round citizen involvement and participation in budgeting. In parallel with the technical aspects of the four above-
mentioned areas, the training program emphasized the importance of proactive planning with regard to the municipal budget cycle. In other words, BiH municipalities saw and heard about the best practices where the budget was developed in a series of separate but integrated steps for developing a capital budget, revenue forecast, and annual expenditure budget. The current practice in BiH concentrates all the budget development steps in a three-month period (September through November) with insufficient time available to complete the three main tasks adequately.

- Foster Care Exchange for Practitioners was held in Slovenia, March 13–16, and in Hungary, March 16–22, for 10 representatives of several Centers for Social Work, Children’s Homes, and foster parents activists. The training aimed to promote and support the development of alternative forms of care for children deprived of parental care within the participants’ institutions and elsewhere in BiH, improve foster care practice in general, and foster care practice within their institutions in particular, contribute to a more favorable attitude of the institutions towards alternatives and to contribute to the broadening of the Tuzla Canton foster care model.

- Implementation of Bankruptcy Laws in Bosnia and Herzegovina II was held in Croatia, March 28–April 3 for 12 bankruptcy judges and trustees interested in the effective implementation of BiH’s new bankruptcy system. The program followed an earlier bankruptcy program of nearly identical design and was intended to build upon the success of that program and bring it to a wider audience.

The main goal of the program was to increase the understanding of a key group of bankruptcy judges and trustees about how a bankruptcy system develops and functions efficiently, and how efficiency gains can be realized in BiH. By inviting bankruptcy judges from Slovenia, the program enabled the participants to discuss the practices, procedures and practical skills in handling bankruptcy cases in both Slovenia and Croatia where efficient handling of bankruptcy cases in a civil law, transitional-economy environment is taking place. The program concluded with two roundtable sessions for the participants to share with their counterparts the best practice solutions of common and recurring procedural issues. The roundtable was facilitated by USAID’s Fostering an Investment and Lender-Friendly Environment (FILE) Project in Bosnia and Herzegovina.

Cost Saving Measures

- $965 was saved in reduced cost M&IE rates and $102 was saved in air travel discounts for the third country training program in Unified Journalists Association.
- $2,796 was saved in reduced cost M&IE rates and $155 was saved in air travel discounts for the third country training program in Anti-Trafficking: Government Oversight of NGO Managed Shelters.
• $2,639 was saved in reduced cost M&IE rates and $203 was saved in air travel discounts for the third country training program in Budget and Finance Improvement at Municipal Level.
• $1,147 was saved in reduced cost M&IE rates and $198 was saved in air travel discounts for the third country training program in Foster Care Exchange for Practitioners.

Total Cost Savings..........$8,205

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 USAID Participant Training Website http://www.eetraining.net/databases.htm#success for full details of the following Success Stories reported during this quarter:

• Bulgaria Benefits From Improvement in Operations of Financial Crimes Task Force Following US Training Program
  A group from the Ministries of Finance and Interior, and the Prosecutors Office trained in the US on combating organized and financial crime. Subsequently, Police Academy courses on investigating financial crime are being established; a Coordination Unit for Combating Tax Fraud has been set up; investigations are being made into several money laundering cases; and an asset forfeiture law is being drafted. One participant wrote, “As a result of our US training we can recognize significant improvements in combating of financial and tax crimes.”

Media Coverage

• The Mayor of Kurdjali, Mr. Hassan Azis, was interviewed for an article in Seven Days – Kurdjali after his participation in Cooperation in Planning and Implementing Regional and Structural Policies training in Portugal and Hungary in January. A translation of the article is included in Appendix 2.
• While participants in Cooperation in Planning and Implementing Regional and Structural Policies training were in the town of Santarem in Portugal (which coincidentally has a partnership with the Bulgarian city of Haskovo) in early January, the regional newspaper Correio do Ribatejo published an article about their visit. The article explains that the group was hosted locally by the mayor and the municipal administration, and that the Municipality of Santarem was selected as a good
Portuguese example of interaction, coordination and cooperation in absorbing EU structural funds.

- The local newspaper in the town of Strumyani published articles before and after an activity funded by a PTP small grant, “More Effective Local Authorities.” Two translations of articles about the activity can be found in Appendix 2.

**Third Country Training**

Cooperation in Planning and Implementing Regional and Structural Policies was held January 9-22 in Portugal and Hungary.

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

- February 3-5, staff traveled to 3 towns in the Rhodopi region for several purposes:
  - Monitoring of small grant “Building Bulgarian Municipal Councils’ Capacity to Make Decisions” in the town of Smolyan; experts from the National Association of Municipalities conducted the final regional forum in a series of 5 in which councilors from regional associations of municipalities discussed the details and potential of a national electronic database of innovative council decisions (the database and the forums are funded by the grant)
  - Also in Smolyan, follow-up meeting with 7 representatives of a formal tourism cluster that has been created as a result of third country training in Tourism Clusters held in Sweden, June 2004.
  - Monitoring of small grant “Infobroker Providing Information Services to Local Communities in Remote Regions with High Level of Unemployment” in the town of Madan; certificate awards for local citizens who had taken part in grant-funded internet training.
  - Follow-up meeting in the town of Chepelare with the Executive Director of the Chepelare Community Fund; PTP has arranged several programs in support of this organization.
  - Also in Chepelare, follow-up meeting with the Chair of the Chepelare Regional Court, participant in third country training in Public Access/Open Records in Finland, June 2004.
- February 14, staff were in the town of Lom to monitor small grant “Education of Infobrokers and Employing Them”; participants in grant-funded infobroker training made formal infobroker presentations developed as part of their coursework
February 16, staff attended the close-out conference of the USAID Pension Reform project, which PTP has supported with numerous training programs during the last several years.

February 22 and 23, staff traveled to 3 southwestern towns for several purposes:

- In the town of Blagoevgrad, monitoring of small grant “Through Giving Information - Towards Overcoming Drug, Alcoholic Drinks & Tobacco Dependency (Anti Dependencies Exhibition)”; staff explored a large, grant-funded exhibition on the dangers of drug use and attended a lecture for primary school students.

- In the town of Strumyani, monitoring of small grant “More Effective Local Authorities”; staff attended a grant-funded forum (part of a series) with the mayor, his staff of 30, and mayors of other local municipalities, to discuss how Strumyani can improve services to citizens.

- In the town of Dupnitsa, a follow-up meeting with the Assistant Director of a local primary school, who had been a participant in Innovative Methods in Minorities’ Education training in Hungary in 2004; staff observed an integrated computer class.

February 23, staff attended a forum on a new initiative on student internships and university career centers, which is part of the phase-out activities of the USAID Labor Market project; PTP will support this work with a third country training program later this year.

The 9 PTP small grants from Bulgaria's fifth round of grants were completed and closed in March, bringing the total of small grants implemented so far to 57.

Noteworthy Events

- January 12, several staff attended a press conference and open discussion on anti-corruption efforts in secondary school curricula, hosted by Coalition 2000.

- January 10-12, Country Director Matt Brown traveled to Lisbon, Portugal to monitor a portion of the third country training program in Cooperation in Planning and Implementing Regional and Structural Policies. A copy of the site visit report is included in Appendix 2.

- January 18, several staff attended a forum on anti-corruption curricula, organized by Coalition 2000.

• January 28, Matt Brown participated in the first of a series of USAID training planning committee meetings with senior management at USAID, regarding FY05 planning.

• January 25, several staff attended an information session on public procurement regulations, organized by the Bulgarian Center for Not-for-Profit Law.

• February 15, the USAID Bulgaria Mission Education and Training Committee met to discuss the final stages of training planning for FY05; the Country Director participated in the meeting.

• USAID approved the FY05 annual training plan in March; it includes 29 training interventions and funding for approximately 10 new small grants. 9 of the interventions were formally activated and development began on 11 others.

Cost-Savings Measures

• $2,152 was saved on reduced cost M&IE, $10,970 was saved on air ticket discounts for participants and interpreters, and $112 was saved on in-house and cost-shared translations for the third country training program in Cooperation in Planning and Implementing Regional and Structural Policies.

Total Cost Savings............$13,234

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 USAID Participant Training Website http://www.etraining.net/databases.htm#success for full details on the following Success Stories reported during this quarter:

• Croatians Become More Involved Citizens As a Result of US Training
  Local government officials have been quick to put into operation some of the citizen participation activities they observed during their US training. The head of one municipality has started publishing a newsletter, and has introduced comment boxes into the villages in the municipality. Several community activities – including workshops, lectures, and an aerobics club – have also been started.
Staffing

February 10, Ms. Vlasta Nejašmić began work as a Program Assistant.

Media Coverage

- Ms. Danira Bilić, Member of Parliament and participant in a U.S. Election Study Tour to Washington, October 24-November 4, 2004, appeared on the Croatian National TV program “Croatian Presidential Campaign” on January 2. During the Croatian presidential campaign, Ms. Bilić acted as a member of the HDZ Election Headquarters and worked on organization and promotion of Ms. Jadranka Kosor’s campaign. On the television program, Ms. Bilić presented the day-to-day activities of a successful campaign headquarters.

- On the Croatian National TV program “Dnevnik” on January 16, former participant Mr. Slobodan Mikac, Director of the Free Zone in Varaždin, presented business successes of the Free Zone, which became one of the most successful in Croatia. Mr. Mikac attended a third country training program in Industrial Parks in the Czech Republic and Hungary, February 16-27, 2003 and the Styria Regional Development Study Tour in Austria, April 13-16, 2004

- An article in Slobodna Dalmacija on January 21 introduced readers to the city mayors delegation from Poreč, Rovinj and Umag that will exchange visits with Port Townsend colleagues in the US, January 22-25. The visit to Port Townsend will enable the mayors to discuss issues and exchange experiences about urban planning, sustainable tourism and starting projects based on public-private partnerships. Port Townsend’s delegation visited Poreč last year.

- Novi List’s February 16 edition featured a story about former participant Ms. Ksenija Linić, Head of the City Office, City of Rijeka, who attended US training in Local Government Citizens Participation, November 30-December 14, 2002. At the regular monthly meeting of City Administration in Rijeka, Ms Linić presented a Small Grant: “Informing the Public about the Activities of the National Minorities Committees” that was awarded to Ms. Maja Talatović, Leading Associate for EU Integration, City of Rijeka.

- Returned participant Saša Milošević, Program Manager, Serbian Democratic Forum, appeared on local television station Nova TV’s Daily News on March 11 during the broadcast of a press conference organized by several Croatian NGOs. Mr. Milošević challenged business practices of the Foundation for Development for Civil Society and suggested that they have not been transparent in their work. The participant attended the AFP International Conference on Fundraising, March 6-20, 2004.
Third Country Training

- EU Accession: Learning the Czech Model took place in the Czech Republic, January 30–February 5, for 10 participants with training provided by KNO Cesko and Centrum Dohody. The main objectives of the program were to build administrative structures in order to maximize the use of EU pre-accession funds available for transition to the EU rules and regulations.

- Local Government Asset Management was held in Germany for 10 participants, February 13-19, with training provided by GFA Management GmbH. The training objectives were to apply a systematic approach to Asset Management, similar to the LGRP AM model developed for Croatian local governments; establish city institutions for the continuing competent management of city assets; and to use innovative practices for better utilization of city assets (city contribution to public-private partnerships for property development/redevelopment or service provision, city contribution to land consolidation, city contribution to economic development initiative, etc.).

- Malta's Experience with EU Accession was held in Malta, February 20-27, for 8 participants with training provided by MIC Malta-EU Information Centre. The training objectives of the study tour included determining how Malta examined and implemented the programs which increase awareness and education of the general public; the promotion of objectivity and transparency in the accession process; issues related to strategic planning and implementation; public dialogue models; public information printed materials; overall public education campaigns; effective examples and models for informing special interest groups; the role of public opinion; lessons learned; and operational issues related to the structure and design of the Centre.

In-Country Training

- Technical Assistance/Market Risk Assessment Part III was conducted in Zagreb, January 24-28, by Mr. James J. Gianetto. The assessment is part of a larger technical assistance effort to identify risk factors in the market and the ways those factors are addressed in the existing models of banks; conduct a systematic survey of existing models used and evaluate the status and banks’ handling of risk factors/issues; identify the plans and proposals of banks; and identify how models are used within banks currently. This time period was used to review and interpret the results of the survey and conduct follow-on visits in bank.

- Technical Assistance/Tax Pilot Project, Phase 1, was conducted in Zagreb, January 23-29, by Charles J. Peoples. During the consultant’s visit to Croatia in June 2003 a plan was developed to implement a pilot project in the Zaprešić Local Tax Office. The pilot project was designed to create teams of employees to perform the wide range of tasks for each type of tax. Each member of the team would be training in a primary function and one or more secondary functions. Each team member would
specialize in tasks in the primary function and would assist on an as needed basis in the other functions(s). This approach is expected to result in greater efficiency and reduce training costs. A training cost will be experienced initially as some employees will change functions and will require training. The consultant will provide training related technical assistance to the tax administration officials in the assessments of the results from Phase 1 (January 2005) and Phase 3 (June 2005). During these visits he will provide on-the-job training to members of the project work group on how to evaluate results of the tests.

- Technical Assistance/Public Information and Education Module for Ministry of European Integration (MEI) was completed on February 28 in Zagreb by Carl Larkins of Carana Corporation. The objective of the project was to have the MEI adopt strategy and activities, which induce key stakeholders to create new opportunities and mechanisms for government and civil society to engage in interactive dialogue on EU accession issues, and the accompanying public policy debates. All tasks and activities guided the MEI in examining emerging economic and social issues surrounding EU integration and to develop strategic frameworks for communicating and promoting the context and rationale to the general public. By enlisting stakeholders and other governmental agencies in this process the MEI promoted transparency, minimized perceived conflict-of-interests, and reduced the skepticism of citizens. In effect, the project initiatives sought to create public information mechanisms with which the MEI could introduce the new initiatives.

- Technical Assistance/Debt Management Systems Training was held March 29-April 19 in Zagreb by FTI. The objectives of the program were to introduce the Department for International Financial Institutions and European Integration to the debt management system, FTI STAR; provide training to staff of both Departments on essential aspects of financial markets e.g. exchange rates, interest rates, market instruments and technicalities; provide training in relation to the interpretation of loan/financial agreements; improve participants’ ability to input transactions to FTI STAR; provide basic systems administration for FTI STAR.

Small Grants and Other Follow-On Activities

- An article about the small grant Informing the Public About the Activities of the National Minorities Committees was presented in the local newspaper Novi list on February 16.

- The final report was submitted and the grant was closed for a grant in Composting Premises of EKO Dalmacija Cooperative.

Cost-Saving Measures

- $100 was saved in air ticket discounts for the US Judges Exchanges program.
$600 was saved on in-house translation, and $3,024 was saved on interpretation expenses for the US training program in City Twinning I, Port Townsend/Istria.

$560 was saved on in-house translation for the third country training program in EU Accession: Learning the Czech Model.

$600 was saved on in-house translation, and $3,024 was saved on interpretation expenses for the US training program in City Twinning II Istria/Northeast Oregon.

$1,782 was saved in air ticket discounts for the third country training program in Local Government Asset Management.

$1,120 was saved by applying reduced cost M&IE rates and $20,000 was saved by negotiating no training fee for the third country training program, Malta’s Experience with EU Accession.

$365 was saved on in-house translation and $6,000 was saved on interpretation expenses for the US training program in City Twinning III Kansas City/Istria.

Total Cost Savings............$37,175

PTP/Kosovo

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

Staffing

Ms. Anda Valla took up her post as Training Assistant beginning in February.

Media Coverage

• Two success stories resulting from training in Public Education and Information Tools for PIOs and NGOs were posted on the USAID Europe and Eurasia Bureau website. The first story was written about a substance abuse prevention campaign and can be found at http://www.usaid.gov/locations/europe_eurasia/press/success/kosovo_substance_abuse_prevention.html. The second describes a community improvement project to rebuild broken sidewalks outside businesses: http://www.usaid.gov/stories/kosovo/ka_kosovo_sidewalktraining.html. Copies of the articles can also be found in Appendix 2.

• A local newspaper in Germany reported on a recent third country training program in Construction Codes Formulation, Implementation and Enforcement for Construction Cluster.
• USAID/Kosovo’s Bi-Weekly E-News of March 22 posted a short article about returned Kosovo participants who formed an Association of Wood Processors. See Appendix 2 for the full text of the article.

In-Country Training

• Strengthening Leadership and Management Skills: Customer Service Seminar was conducted by Dr. Robert Adkins in Pristina, March 21-24 for 30 participants.

• Business Planning and Marketing – Session I, conducted by Dr. Robert Adkins. took place March 29–April 1 for 14 participants.

Noteworthy Events

Richard Mann from the School for International Training visited Kosovo and the World Learning office in Pristina in March.

Cost Saving Measures

• $65 per month was saved in apartment rent for the Country Director by moving to a new apartment with lower rent
• $284 was saved by securing a discount from a training venue for 4 in-country programs.
• $161 was saved by securing a discount from a training venue for the in-country training programs, Strengthening Leadership and Management Skills: Customer Service Seminar and Business Planning and Marketing – Session I.

Total Cost Savings........$.479

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 USAID Participant Training Website http://www.etraining.net/databases.htm#success for full details on the following Success Stories reported during this quarter:

• Shareholders’ Awareness Campaigns Initiated in Macedonia Following Successful US Training
A group from the Stock Market and from the Shareholders and Bankruptcy Associations who attended US training on raising shareholders’ awareness has been very active into putting into effect their Action Plan. They have published a booklet, “A Shareholders’ Guide” and have organized a series of seminars on the topic. In the words of one participant, “The training motivated our team and created great dedication among us, so that is why we have tangible results.”

Media Coverage

- National and local media coverage was given during local elections in March. The following former participants were re-elected as mayors:

  > Ms. Violeta Alarova and Ms. Sanie Sadiku, both of whom participated in third country training in Hungary for Women Mayors in November 2001, were re-elected for a second term as Mayors of the municipality of Center, Skopje and the municipality of Ososomej, respectively.

  > Mr. Ace Kocevski, the Mayor of Veles, was also re-elected for a second term. Mr. Kocevski attended the following three programs:
    - Study Tour on Regulation of Local Government Finances, Poland and Sweden, April 18-30, 2004;
    - Building Effective Municipal Associations, Tucson, Phoenix and Flagstaff, Arizona and Washington, DC, October 6-23, 2001, and
    - Decentralization of Local Government, Poland, September 5-12, 1999

In-Country Training

- January 17-21, in cooperation with the Secondary Education Activity (SEA), a five-day in-country training of trainers program was held on the subject of Facilitation Skills. The training program supported the Ministry of Education and Science in its endeavor to promote active learning methodologies. Present at the seminar were 21 vocational school teachers. The training was conducted by a local consultant, Mrs. Petroska-Beska, and the following topics were addressed: principles and methodologies of teaching adults, behavior and attitudes of a facilitator, communication skills, dealing with difficult situations, presentation skills and techniques for getting feedback and evaluation.

- February 10-13, in cooperation with the E-Schools project and the NGO Digital Media, an in-country program in 3-D Animation Training for IT Teachers and Students in High Schools was held. The training will establish a platform and model for internet-based distance learning via the implementation of the Quick Start Training Model in 90 schools around Macedonia. It will also establish links between schools and IT companies and help identify potential employees whose services would be outsourced by firms specializing in 3-D animation.
February 25-27, in cooperation with the Make Decentralization Work (MDW) project, World Learning organized the first of eight in-country training of trainers programs within an HICD intervention targeting the Macedonian Association of Local Government Units (ZELS). The overall aim of this intervention is to develop a group of 20 ZELS core trainers and project managers who will then deliver training and other consultancy services to elected officials at any municipality member of the association. The workshop, which took place in Skopje, was conducted by a team of one local and two international trainers from Romania.

February 25-27, in cooperation with the E-Schools project, World Learning organized an in-country training of trainers program in Facilitation Skills. The training was implemented by Violeta Petroska Beska, PhD. University Professor, and Nikolina Kenig, Assistant Professor. The intervention was an in-country training program targeting a group of master teachers who will further disseminate their knowledge and skills to other teachers.

On March 11-12 and March 25-26, in concert with the Make Decentralization Work (MDW) Project/DAI, World Learning organized two (out of eight) in-country Training-of-Trainers workshops within an HICD intervention targeting the Macedonian Association of Local Government Units (ZELS). These two workshops were conducted by the same team of international trainers, who conducted the first TOT. In addition, on March 18-19, there was a two-day training on Project Management for the four ZELS Core Trainers and Project Managers, conducted by two Macedonian Project Management Consultants hired by WL/MDW.

On March 18, 19 and 20, in cooperation with the E-Schools Project, World Learning organized a Training-of-Trainers Program in Facilitation Skills for 20 participants. The training was conducted by Ms. Violeta Petroska Beska, PhD. University Professor and Nikolina Kenig, Assistant Professor. This is a part of an Information and Communication Technology program targeting a group of master teachers who will further disseminate their knowledge and skills to other teachers nationwide.

Noteworthy Events

Among the 402 companies that took part at the International Furniture Fair in Skopje that was held March 19-27 were several who had participated in the following training programs in FY 03 and FY 04:

- EMT Technokoop, October 11-25, 2003, Bluefield, West Virginia, High Point, NC;
- Sourcing, Designing, Manufacturing, and Marketing, October 14-25, 2003, High Point, NC;
Several former participants made presentations at the IntraLogin 2005 Expo, held March 30-31, in Skopje. Login Systems, in cooperation with several companies and partners, organized the IntraLogin expo entitled “Find out. try and get” aimed at presenting cutting edge solutions from the world’s IT leaders such as Microsoft, Hewlett-Packard, Cisco Systems, Linksys, Motorola, Sony, McAfee, and Eicon Networks. The former participants attended Sales Techniques and Practices, March and April 2004 and Customer Care, July 10-24, 2004.

A fashion portal, www.fashionmk.com, has been developed as a joint venture between Ein-Sof Company from Macedonia and the USAID-funded e-BIZ Project. It is a business-to-business online marketplace that provides an effective interface between international buyers and suppliers and Macedonian fashion manufacturers. Sixteen companies and one independent fashion designer out of 24 companies and two fashion designers who participated in the in-country training program Strengthening the Capacity of Apparel Manufacturers, November and December 2004, are already listed at the Business Directory of the Fashion Portal.

Cost-Savings Measures

$1,200 was saved in translation fees by translating training materials in-house for the in-country training program in HICD for Mayors, Council Members and ZELS – ToT2 and ToT3.

Total Cost Savings........$1,200
APPENDIX TO SECTION 2

- Translation of article from January 26-February 1 edition of Seven Days – Kurdjali, "We Are Applying the Experience from Portugal and Hungary"

- Translation of article from February 19 edition of Struma, "A Seminar, Part of a US Project, Will Be Conducted in Strumyaq"

- Translation of article from February 23 or 25 edition of Struma, "US Agency Finances a Seminar Delivered by the Mayor of Strumyani Municipality - Valentin Chilikov"

- Site Visit Report to Lisbon, Cooperation in Planning and Implementing Regional and Structural Policies Program by Matt Brown of World Learning/Bulgaria, January 10-12

- Success Story on Kosovo Training Program in Public Education and Information Tools for PIOs and NGOs, USAID Europe and Eurasia Website, "Substance Use Prevention Campaign Targets Kosovo Teens"

- Success Story on Kosovo Training Program in Public Education and Information Tools for PIOs and NGOs, USAID Europe and Eurasia Website, "Training Program Makes Walking Easier"

- Success Story on Kosovo Training Program in Wood Processing, USAID/Kosovo Bi-Weekly E-News of March 22, 2005, "Ensuring Sustainability"
Report on Region 8 NAFSA Conference
November 18-19, 2004
Amelia Kuklewicz

This conference provided interesting exposure to the many facets of NAFSA's work and that of its members. In addition to our work as a programming agency, the conference highlighted the work of international student advisors and study abroad organizations. I'd like to share what I learned in the sessions and in my conversations with our colleagues.

To begin Thursday's sessions I attended, "International Student Tax Advising" in which I learned through examples the many intricacies of filing taxes as a non-resident alien. While the session was focused mainly on international students studying in the United States, the forms and explanations of the rules are applicable to our work. I learned more about the tax treaties that certain visitors are entitled to. Unfortunately, none of the countries we work with currently have this type of treaty.

The following session, "Who Wants to Eat Like a Millionaire" was a presentation by the Drexel University demonstrating their version of global trivia adapted to the millionaire theme. This was an interesting and interactive way to involve students in international education. The format that was presented was used in conjunction with International Education Week and an international food festival. But this could be modified to a number of activities and is a format that is easily recognizable as 13 countries run a similar game show with the exact format.
In the evening, I attended the reception followed by a restaurant hop organized by Temple University. Both of these opportunities provided me with a chance to discuss with colleagues the work they do and share our experiences. I spoke with colleagues from Temple University, Towson University, World Smart (formally known as Up with People) and University of Pennsylvania.

On Friday morning, the first session I attended was Chris Kagy's presentation on SEVIS and USAID. This session was particularly useful to my work. Chris explained the connection between TraiNet, VCS and SEVIS. I learned many interesting facts, including more about DS2019 and the USAID's ADS-253 policy document. TraiNet came out of a need to improve the SEVIS system in order to comply with reporting requirements for both USAID and DHS. Also, Chris showcased the new web version of TraiNet that should cut down on errors, which would in turn cut down on the amount of back and forth with the field. The version he presented however did not yet have the capability to handle Third-Country and In-Country training.

The next two sessions were, "US Entry Issues and F-1 and J-1 Regulations" both very interconnected. The interesting component about these presentations was that there were representatives from the Department of State, Department of Homeland Security, SEVIS and the Port Authority. By having these officials actually in the room there were a lot of questions and complaints that the audience wanted registered with these representatives. SEVIS is now a little over a year old and still with its problems. According to the representative from DHS, "In the years after 9-11 there has only been a drop of 2%
annually in non-immigrant visas. We expect these numbers to return to a normal level of growth in the coming years. The standards at embassies to issue a non-immigrant visa have not changed since 9-11." The standards for issuing non-immigrant visas are based on a person’s ability to demonstrate the process they went through to enter an academic program and the ability to demonstrate the visit as a temporary stay with plans to return home. In addition, visa officers make a judgment on a person’s prospect to finish a program. I learned about the MANTIS system that screens students from designated countries. These students must also notify the port authorities whenever they enter and exit the country. Apparently, only 2% of students/scholars must perform this type of check. Embassies and consulates have made a great effort to improve the amount of information available on their websites for those students seeking a non-immigrant visa along with information about wait periods. This is in an effort to become more open and accountable. When entering the United States students/scholars can expect to be fingerprinted until passports include biometric information.

In the J-1 and F-1 session, there was a great deal of discussion about the SEVIS system. Since the implementation of the SEVIS system, 18,000 organizations and institutions have been registered and trained to use the SEVIS system. SEVIS has developed a response team to help with any issues using the system. Their website is www.ice.gov/sevis. Currently, about 89% of students make their SEVIS payment online. A major point of concern among practitioners with the SEVIS system is when an advisor terminates a student. Students can be terminated for legitimate and non-compliance issues. When this happens students can be plagued for life because of this status.
Finally, I attended a session presented by the State Department on their Exchange Programs. The panelists went through over thirty programs that send and bring scholars to the United States within the Bureau of Educational and Cultural Affairs. In addition to the well known Fulbright Program, they described the Future Leaders Exchange Program to provide scholarships to students from the former Soviet Union and the Foreign Language Teaching Assistant Program to send young professors out into the field to gain practical training.

In addition to the sessions, the conference exhibited a number of booths showcasing a variety of organizations. In general, the majority were organizations and universities advertising their study abroad programs. Also, a number of international insurance companies and international internship opportunities presented their services. Unfortunately, SIT did not have a booth and I didn’t have the opportunities to meet with them. Over all this conference was very beneficial to me as I learned a lot about the many areas in our field and along with the details of our work.
The Information Center for Development of Sitovo Municipality is one of the nine organizations in the country carrying out projects under the Small Grants Program, which is part of the E&E Regional Participant Training Program (PTP) funded by the United States Agency for International Development (USAID). The purpose of the PTP Small Grants Program is to directly support former participants in the implementation of their action plans in order that the participants may contribute to the overall achievement of the USAID Bulgaria mission's strategic objectives as a result of training.

The Infobroker Service project is focused on the development of a new service targeted at businesses, community representatives and agricultural producers in the Sitovo region. We learned more about the project from Rositsa Hristova, Specialist at the Sitovo Information Center. As said by her, the infobroker service is promoted through distribution of advertising and information brochures about the opportunities that the Internet provides for the small and medium businesses. Some of the activities of the project include presentations of the infobroker service in different villages in the region. A database has been developed as part of the project, which provides information about various opportunities: access to different financial resources; training opportunities; research on suppliers and clients. What is planned for the future is the creation of a website offering useful information and online services.

Earlier this year the Information Center for Development of Sitovo Municipality was included in the Social Enterprises Program of Counterpart International – Bulgaria for business education and individual business consultations, which are directed towards building business skills for developing a stable social enterprise. At the end of the training program in February 2005 the organization will be able to take a USD 5,000 non-interest credit for launching the Microfund – Sitovo social enterprise. The Information Center for Development of Sitovo Municipality was awarded a social enterprise certificate at the Community Funds and Social Enterprises Conference in October 2004.
SITE VISIT REPORT
Anti-Corruption Education – Bratislava, Slovakia
2 – 9 October 2004

TRAINING PROVIDER: Citizens and Democracy Association in partnership with Transparency International Slovakia

LOCATION: Bratislava, Slovakia

DATES OF VISIT: 2 – 5 October 2004

WORLD LEARNING/Bulgaria Program and Small Grants Officer: Kristina Grozdilova

PARTICIPANTS:
1. Albena Kuiumdjieva, Committee for Coordination of the Work on Combat with Corruption, Council of Ministers
2. Ralitsa Brailska, Committee for Coordination of the Work on Combat with Corruption, Council of Ministers
3. Dimitar Tanev, General Secretary, Ministry of Education and Science
5. Mariyana Neycheva, Deputy Director, Department on Information and Qualification of Teachers, Sofia University
6. Zahari Zahariev, Scientific Secretary, National Institute of Education
7. Daniela Dobreva, Chair, Association of the Teachers in Philosophy
8. Aleksandra Markaryan, Journalist, 24 Hours Daily
9. Zhivka Damyanova, Senior Advisor, Coalition 2000, Center for Study of Democracy

PURPOSE OF VISIT: To observe new training providers and interpreters and monitor the training program.

This program supported the long-term anti-corruption work of the USAID-funded Coalition 2000, an initiative of the Bulgarian Center for Study of Democracy. A group of nine Bulgarians (representatives of government, state and non-government education institutions and organizations, as well as a representative of the media) attended a one-week training program under the topic “Anti-Corruption Education”, which took place from 2 to 9 October in Bratislava and was provided by the Citizens and Democracy Association in partnership with Transparency International Slovakia. The program was conducted in Slovakian and Ms. Diana Ivanova, who traveled with the group from Bulgaria, and Mr. Georg Rizov, an interpreter based in Bratislava, provided interpretation from Slovakian to Bulgarian. (See note below about Mr’s Rizov replacing Ms. Dobrina Garvenska as local interpreter.)

The primary goal of this study tour was for the participants to study and discuss the good practices of another country in the promotion of policy dialog, and practices on how to include in curricula attention to corruption and citizens’ rights regarding corruption. More specifically, after the training the participants were expected to be able to answer the following regarding the host country:

- What classes in anti-corruption education exist, and at what level (universities, high-schools, elementary schools, kindergartens (there should be an emphasis on secondary school, but other levels are also of interest)?
• What national or local processes (dialog, policy, strategies) led to introducing the classes, and how were they introduced?
• What has been the role of the government in developing and implementing policy?
• What lessons have been learned about approaching this question?
• What examples of good practices exist?
• How are teachers prepared and how do they become qualified to use the relevant educational tools?
• How does the communication/dialogue among teachers/parents/students work in the host-country?
• Are there institutionalized models for anti-corruption systems in schools—such as “school mediators” to resolve conflicts, or a code of ethics for teachers/parents/students?

Another expected result of the training program was that participants would be capable of using the host country’s practices and examples to:

1. Further policy discussion about formalizing this aspect of secondary education
2. Develop a relevant strategy and legislative framework of the educational sector
3. Implement of anti-corruption tools and practices in secondary schools (and other levels)

Some of the participants represented the working group formed to develop a strategy of introducing anti-corruption topic in the school curricula in Bulgaria, in consultation with the Coalition 2000. Other participants were members of the Anti-Corruption Commission established at the Bulgarian Council of Ministers to deal with issues related to corruption. The group basically consisted of representatives of all the organizations expected to support the concept of and play an active role in the implementation of the anti-corruption education program in Bulgaria.

The program was designed to provide a strong variety of meetings and sessions, covering all elements of the anti-corruption educational programs including curricula and textbooks development, university level anti-corruption education; peer mediation at schools; discussions with teachers, parents and students, as well as meetings with government institutions (Ministry of Education, Parliamentary Commission on Education and Science) and NGOs, and observation of classes.

PERSONAL OBSERVATIONS
First, I would like to share how useful this experience was for me. I had the chance to accompany the group everywhere during their first two training days and it was very helpful to observe participants’ reactions, to take note of their spontaneous comments, to discuss program elements with the training provider. It was a great pleasure and a lesson at the same time—I realized the importance of being so close to the implementation of the program and perceiving every small program detail. This monitoring site visit was a training course for me too because the direct observation provides additional expertise and raises questions about the program concept and design in general, that may go unnoticed without being there. Our Country Director adds, “In addition, Krissie’s first-hand observations about this program have already begun to make a long-term contribution to the understanding of the entire PTP Bulgaria team about the mechanics of a third country program.”

Training program content:
During the first two days of the program, while I was accompanying the group to their sessions, the participants met with the Chairman of the Parliamentary Commission on Education and Science, attended an introductory session concerning the anti-corruption legal environment in Slovakia, participated in interactive sessions that aimed at presenting the interactive teaching methodology used by Citizens and Democracy in the implementation of the organization’s activities and in the anti-corruption education at schools, as well as had meetings with representatives of teachers, parents and students in their position of members of the school boards, to discuss how the communication between all these parties is carried out.
Following is a detailed review of all the sessions I observed:

5 October: The day started with an orientation session at the hotel. The Program Facilitator, Ms. Sarkota Pufflerova from the Citizens and Democracy Association, and Ms. Emilia Sichakova-Bebalva, introduced themselves and their organizations, and also gave the opportunity to participants to present themselves and their personal expectations of the program. Since participants had a lot to say about themselves there was not time left to go through the training program during the week and this activity was postponed for the end of the day.

A very nice cultural event was organized right after the orientation session – sightseeing tour of Bratislava conducted by a professional Bulgarian tour guide and the fact that no interpretation was necessary saved a lot of time. Participants enjoyed the tour very much.

The third event for the day was a site visit to the Slovakian Parliament to meet with the Chairman of the Education and Science Commission. The session included presentation of the activities of this Commission and open discussion for participants to address relevant questions. A fact that weakened this session was that participants were not prepared with specific questions because this was their first official session of the program and therefore the discussion was not specifically focused on the topic on anti-corruption education. Time was used for commenting on general issues related to the education and corruption cases at schools and universities. If participants were more informed about the Slovakian situation they would have posed more specific and more reasonable questions. All that was a result of the changed training schedule – this meeting was planned for Monday but as the Chairman was available only on Sunday the training provider had to reschedule the meeting. Participants had the chance to walk around the building of the Parliament and the Parliamentary Discussion Hall.

The next session took place at the Citizens and Democracy Association’s office, where Ms. Emilia Sichakova-Bebalva delivered a short introductory session on the current legal environment, the framework of different institutions working in the field of anti-corruption in Slovakia and their respective role.

Finally, Ms. Pufflerova familiarized the participants with the whole week program, highlighting the topics of the sessions and providing background information on the organizations that the group would visit during the week.

At the end of this training day participants had many questions but since the time was limited because of the scheduled dinner Ms. Pufflerova suggested that they prepare a list of all the questions they have – either related to the sessions observed so far or general questions related to the training topic, so that she could plan for appropriate time/session over the following days to discuss these questions.

6 October: The second training day included a site visit to one of the secondary Bratislava schools where the group observed an interactive lesson called “The ideal school” delivered by a law student as part of the anti-corruption school program. This lesson demonstrated the teaching methodology and more specifically the role of exercises in teaching civic issues. The students worked in small groups, representing the basic interested groups – teachers, students and parents, and the final purpose was to prepare the statute of the ideal school. The objective of the lesson was for students to understand the different and common interests of the teachers, parents and students in secondary school. After the class lesson the participants were given the opportunity to discuss with the teacher, the law student and the students various questions, and the most interesting question that was raised was if students found this lesson useful. This was important for the measurement of success and effectiveness of the civic education programs at schools.

The rest of the day was spent at the Citizens and Democracy Association’s office. The sessions addressed the topic of the participative and interactive methodology used to train teachers and more specifically what...
Bulgaria. The session participants and confirmed anti-corruption. The second interpreter Slovakian methods are applied to provide information in a way that is interesting, practical, acceptable, skilled and ethical for secondary school students. The efficiency of interactive and participatory learning was explained by the so-called 'Kolb cycle'. Participants better understood these methods through participation in practical exercises designed on the basis of the topic of access to information - every group of 3-4 participants played the role of a different organization, institution or community. At the end of each session a lawyer commented participants' work in the context of law and Slovakian practices concerning the issue.

Participants did not find these sessions very useful and their judgment was that too much time was dedicated to presentation of the training methodology, which was of interest only to the teachers. Their comment was that the session could have been more practically oriented and more strongly related to the topic of anti-corruption - more practical examples of how this model (Kolb cycle) is applied in specific trainings on the topic of anti-corruption.

7 October: I had the chance to observe only one session during this day because I had to travel back to Bulgaria. The session observed was focused on the communication between teachers, parents and students in Slovakian schools. A secondary school teacher (and representative of the National Pedagogic Institute at the same time), one parent of a student and one Slovakian student explained how the dialogue on school issues is carried out between these parties. The new legal environment concerning the election of a school board (consisting of all these groups - teachers, students, parents) was also presented. The group had a lot of questions and the discussion called for a comparison of the Bulgarian and Slovakian school boards and the respective education laws concerning these boards. Due to time constraints some questions were left for further clarification.

By the end of the program the group would be given a presentation of the Transparency International Slovakia's anti-corruption activities including the role of the media and anti-corruption educational activities in secondary level schools, the selection of relevant partners for pilot projects, textbooks development etc.; meet with representatives of the National Pedagogic Institute to discuss selection of schools, training courses of teachers, work with the textbooks, development and coordination of curricula, etc. and with the author of the anti-corruption education textbook; visit the Fight Against Corruption Department of the Office of the Government of the Slovak Republic and the Ministry of Education of the Slovak Republic for a meeting with the General Secretary of the Ministry and travel to the town of Trenčín to observe another school class on anti-corruption.

Interpretation:
One of the interpreters was Ms. Diana Ivanova, who traveled with the group from Sofia. As described by participants and confirmed by my personal observations her interpretation skills were at very high quality, I would say she demonstrated competency that was above the level of my expectations. Even the Slovaks complimented her work. She was doing an excellent job of following up with the presenters and the Bulgarian participants to ensure the flow of the conversation makes sense to all parts. Diana was extremely helpful to participants not only throughout the training sessions but also she was willing to respond to the needs of the group out of the framework of the training days and was of great help in participants' communicating with the Slovakian hosts everywhere they went.

The second interpreter (Dobrina Garvanska), who was based in Slovakia and was proposed by the training provider, did not show the required interpretation abilities and this became clear at the very first meeting she was interpreting for. It was obvious that at several times she interpreted whole phrases incorrectly. Participants assessed her interpretation as very unprofessional and the training provider responded to their request about finding a new interpreter.

Mr. Georgi Rizov, who replaced Ms. Garvanska, joined the group for their program sessions on Monday and everybody stated he was doing a good job.
Logistics:
The program was very well organized in terms of logistics:
1) Upon arrival at the Bratislava airport the group was met by Ms. Puflerova, who accompanied participants to the hotel and helped with the check-in.
2) Hotel – the hotel (or the so called hotel) was located in the central area of the town, 10 minutes walking distance from the old town, and offered convenient facilities: nice rooms, breakfast included, attractiveness of the place as it was a ship in the water of the Danube River.
3) Transportation - the training provider had hired a mini-van to transfer the group from the hotel to training locations and from one training location to another. There was only one small problem with the transportation – on the second day of the program participants were asked to wait for the bus in front of the hotel at 7:30 but the bus arrived at 8:13. This was due to a change in the program – the observation of the school class was originally planned for 9 but the start hour was switched to 8:30 and the transportation company had not been able to respond accordingly to this change although Ms. Puflerova had informed them in advance. The problem was resolved quickly through several phone conversations between the participants, Ms. Puflerova and the transportation company.

Training provider:
The training facilitator, Sarlota Puflerova, was very kind and accommodating. During my visit she showed good organizational skills and efforts to accommodate all participants' requests. She was responsive to special requests - on the first day she managed a change in the logistics upon participants' request – a break between the sightseeing tour and the meeting at the Parliament, which was not planned in the original program. She accompanied the group everywhere and did her best to make the program as smooth as possible. Transparency International Slovakia have a lot to offer as experience in the area of anti-corruption while Citizens and Democracy are competent in the area of human rights, legal trainings, minorities issues, etc.; Citizens and Democracy representatives proved to be very knowledgeable in the area of civic education and training of teachers. A very positive aspect of the training was that participants could get first-hand knowledge on the anti-corruption education program implementation, as Citizens and Democracy are the organizations that had most significant role in this process in Slovakia.

Most of the participants demonstrated their commitment to the program and it was obvious that they were keenly engaged in nearly all the presentations and discussions experienced during the first two days of the program (with a few exceptions and this was due to the diversity of the group as participants in the group represented various government and non-government institutions/organizations and had different interests). All of the Bulgarian participants were competent in their work, as evidenced by their on-point questions. The group was very active in discussions and there was no session that was not commented by the participants. The training provider demonstrated responsiveness to participants' questions and requests but as the program facilitator was trying to follow the original program, some questions were left without answers due to time constraints. My phone conversation with the group in the middle of the program confirmed that participants were able to clarify most of the questions during the last couple of days. Informal discussions in-between sessions and during lunches and dinners complemented the training sessions' effectiveness.

In general, I would recommend working again with these providers, Citizen & Democracy and Transparency International Slovakia, although the comments below should be kept in mind.

Additional comments/recommendations:
My opinion is that the program would have been much more easy-going and beneficial if the following elements were timely considered:
An introductory session should have been organized on the first day to highlight the most important characteristics of the education system in Slovakia and compare it with the Bulgarian one, as well as to present the history of the process of introducing anti-corruption education program at schools, to clarify the roles of the institutions/organizations involved in this process. The training provider should have provided the participants with the big picture of the training subject first and later, as the program progressed, to reveal all aspects of the process through the specific sessions and meetings in order to enrich participants' knowledge about the anti-corruption education program and clarify every detail.

- The training provider could have been more flexible in terms of changes in the time schedule.
- More time should have been allocated to discussions between the group and the presenters.
- A wrap-up session at the end of each day could have been useful to summarize the new information and experience, and to further clarify questions that arose during the day.
SITE VISIT REPORT
Promoting Public Education Tools for Municipal Public Information Officers and Community Members
October 4 – 8, and November 4 – 5, 2004
Ohrid, Macedonia and Pristina, Kosovo

TRAINING PROVIDER: ANTTARC (Albanian National Training and Technical Assistance Resource Center) and Mr. Florin Kelmendi (Director of the private Radio and TV Station in Kosovo) and Mr. Ilir Begolli (Doctor)

LOCATION: Ohrid, Macedonia

DATES OF VISIT: October 8 – 9, 2004

WORLD LEARNING / Kosovo Program Manager and Finance and Admin Officer: Aferdita Mekuli and Hamide Gashi.

PARTICIPANTS:
Ms. Virgjina Peja, Gjakova Municipality Public Information Officer
Ms. Zana Efendia, Debate Club, Member
Mr. Ilmi Musliu, Gjilan Municipality Public Information Officer
Ms. Adelina Syla, NGO Working Group, Member
Mr. Salih Kelmendi, Peja Municipality Public Information Officer
Mr. Veton Muja, Vizioni, Member
Mr. Adem Hoxha, Suhareka Municipality Public Information Officer
Mr. Eroll Sborta, ABC 123, Director
Mr. Merita Bacaliu, Malisheva Municipality Public Information Officer
Mr. Valentin Hoxha, Urban Diplomacy Group, Chairman
Mr. Ibrahim Demiri, Shitimje Municipality Public Information Officer
Ms. Lumajie Gashi, Vizioni i Ardherise, Executive Director
Mr. Hysni Syla, Mitrovica Municipality Public Information Officer
Mr. Shkumbin Hasani, Mundesia, Member
Mr. Veli Bytyqi, Pristina Municipality Public Information Officer
Mr. Betim Kacemi, KWI, Project Officer
Mr. Gent Salihu, Youth Leaders-YP
Mr. Alban Kryeziu, Eurovision, Member
Mr. Ahmet Ahmeti, Podujeve Municipality Public Information Officer
Ms. Ighalle Hakiqi, Women in Action, Member

OBSERVERS: Ms. Antigona Mustafa, USAID Kosovo, Program Development Assistant

PURPOSE OF VISIT: The purpose of the trip was to observe the new training provider that may be involved in the future for the training program that World Learning Kosovo will organize.
TRAINING OVERVIEW:

A group of twenty participants from Kosovo traveled to Ohrid, Macedonia in October 2004 for five days long training program. From this training program, participants gained mix theoretical and practical knowledge of Public Relations and Presentations Skills, Communication, Team-Building and Networking and Project Management.

This training program was designed to support USAID Strategic Objective 4.1.: Cross-Cutting Initiatives. The aim of the event was to build bridges between the Municipal governments and the people they represent. Public Information Officers were encouraged to provide more access and transparency to the public regarding municipal matters. The responsibility of engaging and seeking public input, and providing public information and education was stressed. At the same time, civil society leaders from the municipalities were informed that along with their right to information, there are responsibilities to address public officials regarding important local issues. Civil Society leaders can also serve as an important source of information about and link to the public for municipal officials. Public Education and Information is a two-way street requiring engaged officials and a public interested in taking up their part in discussing public matters.

The training comprises three phases:
1. (5 days) Participants met in Ohrid, Macedonia.
2. (4 working weeks) Participants had more than three working weeks to implement the basic knowledge received, in their respective municipalities - through a project/event or activity with other team members. During this time, they had to document their progress as well as obstacles faced, and strategies for overcoming these.
3. (2 days) This last phase take place in Pristina. Participants reported on their findings and shared their experiences with their colleagues.

SITE VISIT IN OHRID, MACEDONIA – MONITORING:

I arrived in Ohrid on October 8, 2004 together with the Finance and Admin Officer and USAID, Program Development Assistant. We were present in almost all day session. Topics covered in this session were:
1. How to make an attractive communication
2. Strengthening forms of forwarding message
3. Model of the strategic communication
4. Exercise of the visual and writing material for effective presentation of your issue.
5. E-technologies for effective presentation of your institution and your activities) e-mail, groups and WEB-pages).

At the end of the session participants with support of the training provider started to work on the ideas for proposal for a public education/information event or activity to be carried out in their municipality. After informing the participants that during the second phase of the training program they would be expected to develop a project/event jointly with their team member, they were very skeptical that could develop even a small project without financial support. Training provider explained that it can be any project as: organizing a debate at the municipality with the community or initiating a new rule at the municipality etc.
Macedonia Trains First Insurance Actuaries

Macedonia, Wednesday, May 30, 1987 — Macedonian President Zoran Zdravkovic on Wednesday announced plans to launch a new insurance company.

"This is a step forward in our economic development," Zdravkovic said. "We need a strong insurance sector to support our growing economy.

The new company, Macedonian Insurance, will be based in Skopje and will offer a range of services, including health, life, and property insurance.

"We are committed to providing our citizens with the best possible insurance options," Zdravkovic added. "We believe that a strong insurance sector is crucial for the growth and development of our country.

The announcement was welcomed by local business leaders, who praised the government's efforts to boost the economy.

"This is a significant step forward," said Businessman Jovan Jankovski. "We need more initiatives like this to attract foreign investment and create jobs.

The new company will be led by Billionaire Zoran Zdravkovic, who is known for his successful business ventures.

"I am confident that Macedonian Insurance will be a leader in the insurance sector," Zdravkovic said. "We are ready to serve our clients and contribute to the economic growth of our country.

The announcement was made at a press conference held in the government building in Skopje.

"We are excited about this new venture," said Minister of Finance, Ivan Ivanovski. "We believe that a strong insurance sector will help us achieve our economic goals.

The new company will be licensed to operate throughout Macedonia.

"We are committed to providing high-quality services to our clients," said Zoran Zdravkovic. "We will work hard to earn their trust and confidence.

The announcement was well-received by the people of Macedonia, who are hopeful for a brighter future.
A Seminar, Part of a US Project, Will Be Conducted in Strumyani

A seminar on the topic "New Methods for Delivering Municipal Services in Strumyani: Expectations and Prospects" will be conducted on 22 Feb 2005 in the conference hall of the Karelia hotel in Strumyani. The seminar is part of the activities carried out by the municipal administration under the project "More Effective Local Authorities," funded by the United States Agency for International Development through World Learning. Municipal employees, mayors and deputy mayors will take part in the seminar. Valentin Chilikov, Mayor of Strumyani Municipality and Vanya Pentsanova from the municipality will be the presenters at the seminar. Matt Brown, who represents the donor of the project, will also attend the seminar.
US Agency Finances a Seminar Delivered by the Mayor of Strumyani Municipality - Valentin Chilikov

A seminar under the topic “New Methods for Delivering Municipal Services in Strumyani - Expectations and Prospects” was conducted on 22 Feb 2005 in the conference hall of the Karelia hotel, Strumyani. The seminar is part of the municipal project funded by the United States Agency for International Development through World Learning. The goal of the seminar is to familiarize the public with the “information desk” at the municipality and the services it provides. Representatives of schools, social and non-government organizations, businesses and municipal administration attended the seminar. The seminar participants were given information leaflets, acts and decisions of the Municipal Council and other information materials, which were printed through the project funding. Another seminar will be organized in the near future, in which only municipal representatives will take part.
Site Visit Report (19 January 2005)

TCT "Cooperation in Planning and Implementing Regional and Structural Policies"


TCT Monitoring Visit: 10-12 January 2005, Portugal

World Learning Bulgaria Country Director Matt Brown

Training Provider: Institute for Public Administration (Portugal), ETK Co. (Hungary)

Location: Portugal and Hungary

Dates of Visit: 10-12 January 2005 (plus travel days)

Participants:

1. Belin Mollov, Deputy Minister, Ministry of Regional Development and Public Works (MRDPW)
2. Miroslava Georgieva, Department director, "Development of Rural Areas," Ministry of Agriculture and Forestry
4. Silvia Indjova, Department director "National Fund," Ministry of Finance
5. Violeta Vrancheva, Department Director, "European Integration," Ministry of Environment and Water
6. Aleko Djildjov, State Expert, Department "Regional Coordination," Council of Ministers
7. Ginka Kapitanova, Executive Director, Foundation for Local Government Reform (FLGR)
8. Dora Iankova, Mayor, Smolian Municipality (and Member of the Board of the National Association of Municipalities in the Republic of Bulgaria)
9. Valentin Chilikov, Mayor, Strumiy Municipality (and Member of NAMRB Board)
10. Rumen Borisov, Executive Director, Agency for Economic Analysis and Forecasting
11. Hasan Aziss, Mayor, Kardjali Municipality
12. Iavor Stoyanov, Directorate "Strategic Planning of Regional Policy and Coordination of the Negotiation Process," MRDPW

Observer: Mr. Kiril Karyakov, Local Governance Advisor, USAID/Bulgaria

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 subject matter of this program – planning and practices related to EU post-accession funds -- is of exceptionally high importance to USAID, not only because of the potential for short-term results, but also in the longer-term context of USAID legacy and expected graduation in 2007. USAID expects to include more programs in this content area in the FY2005 and FY2006 Training Plans. In addition, the group of 12 participants included many high-level figures (selected based on their political and professional positioning to apply and multiply the effects of the program).
The Portuguese training provider is one that PTP was working with for the first time, and one that has the potential to become a key provider in Portugal (a country considered a source of excellent examples for Bulgaria, and other EU candidate countries, regarding EU fund absorption).

The overall goal of the study tour was to introduce participants – the future architects of Bulgaria’s national approach to planning for use of EU accession funds – to the full range of activities and discussions associated with regional planning in two EU countries. The expectation is that the group will incorporate the long-term experience of Portugal and the more recent experience of Hungary as they guide Bulgaria into the complex processes that are just around the corner.

Personal Observations:

With 5 billion euros set aside for Bulgaria in the post-accession period after 2007, the importance of increasing the country’s capacity to plan for, apply for and absorb the relevant funds can not be overstated. This study tour was well-conceived and timely, and will surely prove to have been a significant contribution to Bulgaria’s preparedness.

My own presence, albeit for only 3 days of the two-week program, was useful for the reasons anticipated (described above). I was also able to discuss numerous issues with Mr. Kirilov from USAID (both during and after the Portuguese portion of the program), thereby ensuring that PTP will be as informed and prepared as possible to work with this provider again – which is likely to happen. In addition, PTP is now positioned to be of greater assistance to the Mission and partners as EU funding becomes an increasingly crucial area for technical assistance and training in the coming period.

Training Program Content:

I was with the group for their first three full days of training. Sessions I observed focused on: history of Portugal as an EU member and candidate for EU funds; overview of the country’s planning process for use of EU funds; how the process has changed from period to period; and detailed presentations about application for and management of funds for development related to transportation, agriculture, and environment.

Comments here reflect only sessions that I observed. The remaining two days of the program (which I did not observe) were to take place outside of Lisbon, with a focus on local and regional aspects of EU funds planning and management.

All sessions were facilitated by Mr. Jaime Duarte, who is on the full-time staff of Institute for Public Administration (the training provider). Mr. Duarte has many years of experience with various aspects of Portugal’s planning for and use of EU funds, as well as substantial experience in development in former Portuguese colonies and in Portugal. The Institute is Portugal’s main education facility related to all aspects of public administration in Portugal, including matters related to EU funds. Presenters were mostly representatives from the government departments responsible for planning for and managing EU funds. One session was dedicated to the point of view of the non-governmental sector. Numerous materials (hand-outs, slides, booklets, brochures, etc.) were distributed at all sessions.

Interpretation:

There are few people qualified to interpret between Portuguese and Bulgarian and we were fortunate to find two: one based in Bulgaria, Vanya Gnevyska, who traveled with the group, and another based in Portugal, Ekaterina Nacheva. All of the participants understand at least some English and many are conversant, but interpretation was necessary for formal sessions because some participants are not conversant and many of the presenters were not able to use English.
I would say that both interpreters are highly competent in general. However, there were problems with interpretation. Neither interpreter is proficient in the specialized terminology of EU funding. Participants were generally patient with this fact and tried to help with the accepted terminology. The group also requested that the interpreters use techniques, sentence by sentence, rather than the more subjective and error-prone approach of waiting for a full point to be expressed before interpreting. The group appreciated Ms. Gonevskia’s efforts to honor these requests. Ms. Natcheva, however, did not appear to respond to either request from the group, and this developed into a conflict that continued throughout the program. It seems to me that part of the conflict emerged from personality issues on both sides, in addition to objective concerns.

As already discussed with Mr. Kireykov, for future programs with specialized terminology there are steps we can take to better ensure interpreters preparedness, and the USAID technical assistance partners can be helpful in this regard. And I would recommend not working again with Ms. Natcheva unless we have reason to believe that she is willing to be more cooperative and flexible.

Logistics:

All aspects of logistics appeared (in my observation) to be flawless. Comfortable transportation was arranged from the airport to the hotel and from the hotel to IPA for the first day of training. For the 2nd and 3rd days of training participants appreciated the short walk through a city park to the training location. The hotel facilities were modest, but sufficient, and the hotel’s location not far from the city center was convenient.

Coffee breaks and lunches at both training locations I observed were generous and well-organized, although lunches were rather long (perhaps in the Portuguese tradition). The cultural evening of traditional Portuguese food and fado (the national musical style) was appreciated by all.

Training provider:

IPA put together a program that was completely relevant on paper and proved to be mostly relevant and on-target in practice as well. All of the presenters were familiar with IPA and it was clear that this organization is excellently connected to the Portuguese governmental offices and programs associated with EU funding and integration.

The facilitator, Mr. Duarte, consistently demonstrated a profound familiarity with Portuguese management of EU funds and an understanding of the participants’ upcoming responsibilities in Bulgaria. He went out of his way to learn as much as possible about the participants in advance, and this was evident in his discussions with the group. He was friendly, and very responsive to the group’s on-the-spot requests (such as that materials be distributed at the beginning of sessions rather than at the end, and that the final day’s program in Lisbon be condensed in order to allow some more free time to explore the city). However, Mr. Duarte fell short in one way. Some of the presentations were not sufficiently relevant to the group’s very specific needs; the presenter was the right person for the session, but the presentation veered from the main point. In these cases, Mr. Duarte should have intervened as facilitator to maintain the appropriate focus. Since this was not done, the participants were frustrated and intervened themselves – sometimes successfully, sometimes less so.

Additional comments/recommendations:

IPA is an organization that I would recommend for future collaboration. They are Portugal’s premier training and institution in public administration. They are well-connected throughout the country, and well-informed. They demonstrated a great interest in satisfying the clients – USAID, participants and World Learning PTP. They have excellent and beautiful facilities on their own premises near Lisbon.
I would also recommend Mr. Duarte again as facilitator. In future work I would recommend a careful reminder that he has a responsibility to intervene and re-focus if a presenter veers from the main topic of interest to the group. It is possible that Mr. Duarte was overwhelmed by small organizational and administrative tasks and could not attend to this function; better coordination with assistants might be useful in a future program. It is also possible that Mr. Duarte was reluctant to appear critical of the presenters, since most of them they had agreed to present free of charge. (If this is the case, PTP can make it clear in future programs that modest honoraria, if appropriate, would be acceptable.)

This was a demanding group of participants—all managers with much authority and responsibility on their professional lives. It is a testimony to good organization that there were no serious complaints about the program itself, and it is a testimony to the commitment of the participants that they took 2 weeks away from the jobs in order to study these models closely. In my observation, the group approached the program with great seriousness and will be able to apply what they learned in their ongoing work in important ways.
Macedonia Trains First Insurance Actuaries

There are now over 1,000 first insurance actuaries in Macedonia. The first actuaries to have been trained in Macedonia are now working in the insurance industry. The first actuaries to be trained in Macedonia are now working in the insurance industry. The first actuaries to be trained in Macedonia are now working in the insurance industry. The first actuaries to be trained in Macedonia are now working in the insurance industry. The first actuaries to be trained in Macedonia are now working in the insurance industry.
We Are Applying the Experiences from Portugal and Hungary

"EU countries have significant and very useful experience in terms of developing and implementing programs and it is worth applying these experiences in our country," stated Hassan Aki, Mayor of Kandahar, at a press conference after he returned from a two-week training in Portugal and Hungary, being a member of a group of ten Afghan politicians who visited the two countries. Three of the group members were farmers and the others were experts from the Ministry of Regional Development and Public Works. The training was organized with the support of the United States Agency for International Development and the Foundation for Local Government Reform.

The two training countries were selected because they have conditions and indicators similar to Afghanistan. Portugal has been a EU member for almost 20 years and Hungary is one of the recently joined countries. According to the Mayor's observations, it is a regular practice in both countries that municipalities themselves take a specific problem in hand and that the people and the municipality solve it. Hassan Aki has recognized the initiative for the establishment of an association "Hassana," which he proclaimed a short time ago:

Another example of cooperation is between municipalities and business corporations. Such cooperation could be observed in Hungary - several municipalities and business companies in a region have worked in partnership to build the best decision about building part of a highway.

There is a similar system of registration of ideas and projects in Hungary. Ideas are analyzed at a specialized center. This registration provides the chance to everyone to define and analyze his idea at innovation and through information exchange to facilitate cooperation for the sake of common wealth. The mayor's analysis indicates that a similar coordinated system should be created in the Kandahar region. Hassan Aki believes that the use of this system will allow municipalities to exploit their resources more effectively.
Substance Use Prevention Campaign Targets Kosovo Teens

A series of discussions about the consequences of drug use were held with youngsters throughout Shkoder/Shkodër Municipality. Vazqul Fatjon (Sida Today), a local NGO from Shkoder/Shkodër and the Municipal Information Officer (MIO) through their work provided opportunity for a series of discussions to take place and — for the first time — discuss drug abuse with youngsters aged 14-19 in some schools. The topic, the facilitator and the discussions offered a middle ground between peer-to-peer education and the traditional school lecture. Youth providing an environment which engaged youngsters in the discussion.

The cooperation between local government officials and civic society groups on this topic was a result of the Public Education Tools for Municipal Information Officers, a three-phase training project in USAID's Participant Training Program, implemented by World Learning for International Development.

From USAID Europe and Eurasia Website
BEFORE & AFTER
Training Program Makes Walking Easier

A paved sidewalk increases safety and improve local business.

Podujevo/Podujevo (the Albanian/Serbian names) was one of many municipalities in Kosovo that suffered from a decade of neglected infrastructure even before the 1999 conflict. After the conflict, some critical needs, such as roads and water, were the reconstruction priorities. But five years later, the municipality was finally ready to target other priorities, like the crumbling sidewalks that caused safety records and deterred foot traffic near businesses. USAID supported a skill-building program for local government officials and leaders of local organizations to motivate residents involvement in community improvement projects. "We are aware how much a public education campaign could do. But the training taught us organizational skills and how little you need to carry a strong public education campaign since you engage all staff concerned," said municipal information office Ahmet Ahmeti.

BEFORE The sidewalks in Podujevo/Podujevo were neglected, unsafe and often impassable. Their improvement emerged as a priority during a public meeting organized by two people who attended USAID’s training. They organized a two-week campaign targeting local government, businesses people and residents for contributions.

AFTER The public information campaign — including media coverage, leaflets and one-on-one conversations — resulted in $180,000 of donations from businesses, while the municipality funded half of the total cost. The 3,500-foot long sidewalk in the town center was rebuilt and now is safe and welcoming for pedestrians.
"ENSURING SUSTAINABILITY
Following study visits and training programs organized by USAID's Participant Training Program (PTP), implemented by World Learning, Kosovars have undertaken result-oriented activities upon their return. One study tour for eight Kosovar wood processors resulted in concrete action upon their return - the formation of the Association of Wood Processors of Kosovo. The study tour helped the group understand that one key to success in business is to act together to develop Kosovo's wood processing sector. The participants, after visiting several wood manufacturers in Blue Field, North Carolina in October 2004, recognized that one of the barriers blocking their businesses' expansion is the lack of cooperation between companies. To increase cooperation and to institutionalize that cooperation, they established the Association of Wood Processors of Kosovo, with help from USAID's Kosovo Cluster and Business Support, implemented by Chemonics International. The eight participants of the PTP US study trip are charter members of the association and now are in the process of drafting a strategic action plan. The wood processors' study trip is one of several tours/training programs organized by PTP in cooperation with other USAID partners that is helping meet USAID's objective to develop Kosovo's human capacity." 3/22/05
Quarterly Report
For the period of January 01 – March 31, 2005

START/CAUCASUS - AZERBAIJAN

Task Order Number: OUT-EEE-1-800-01-00016-00
Task Order Period: January 15, 2002 to August 26, 2006

Submitted to USAID/Caucasus
By
World Learning
6 Uzeyir Hajibeyov Street, apt. 26
Baku AZ1000, Azerbaijan Republic
Tel/Fax: (99412) 493 89 86, 493 59 73, 498 83 22
E-mail: wli@wli.baku.az

Baku, April 2005
# Table of Contents

## I. General Statement

## II. Trainet Report

1. World Learning Report
2. USAID Partners

## III. Quarterly Summary of Program Evaluations

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3</td>
<td>4</td>
</tr>
<tr>
<td>2.1</td>
<td>12</td>
</tr>
<tr>
<td>3.1</td>
<td>21</td>
</tr>
<tr>
<td>4.2</td>
<td>27</td>
</tr>
</tbody>
</table>

## IV. Fee for Service Activities

## V. Follow-On Financing

## VI. Administrative Overview Including Cost Containment

## VII. Quarterly Financial Report
I. GENERAL STATEMENT

USAID/Caucasus, covering The Republics of Georgia and Azerbaijan, signed a Task Order with World Learning, under the START IQC -- Strategic Technical Assistance for Results with Training -- to support its human capacity development activities. The Task Order, covering a 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 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. TRAINET REPORT

The update on training programs based on the information in the Trainet database is as follows:

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

1. World Learning

Training programs on-going during the period: 31
ICT: 10
TCT: 3
UST: 18
Trainees participated in the programs: 1139
   Male: 587
   Female: 552 (48%)

2. USAID Partners

USAID Partners: 14

Training programs on-going during the period: 25
ICT: 23
TCT: 2
UST: 0
Trainees participated in the programs: 567
   Male: 2540
   Female: 3131 (55%)

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

In this quarter there are no completed programs.

S.O. 1.3 Active Programs

1. PROJECT MANAGEMENT TRAINING AND CERTIFICATION PROGRAM, Baku, Azerbaijan, March 1 – April 23, 2005

The program entitled Project Management Training and Certification Program is conducted for three employees of Agro-Yurd, an Integrated Vegetable Production and Marketing Company for the period of March 1 – April 23, 2005. Both the training and the certification are based on the National Competence Baseline approved by International Project Management Association (IPMA) in May 2002. The main goal of the training conducted by Azerbaijan Project Management...
Association (AzPMA) is to upgrade the Agro-Yurd team’s project management skills, provide management with the required knowledge and software tools on project management, prepare the company for implementation of a complex agricultural project, and to attract investment into an agricultural project in Azerbaijan and facilitate the selection of Agro-Yurd to manage this investment by reinforcing Agro-Yurd’s project management capability and providing formal evidence of this capability to a potential investor.

After the 4-week training the participants will learn to organize and structure a project by phases, evaluate resources and project risks, measure project performance, set up and carry out information and documentation analysis and reporting procedures, manage communication, conflicts and crises, manage the sequence and duration of project work, and create a resource profile for project work.

In his action plan, the Director of Agro Yurd identified the key problems that affect project management in his organization: lack of qualified personnel, lack of computer networking and advanced computer skills and lack of managerial skills and initiative. To change the current situation in his company the participant plans to train available staff and recruit new personnel; formally separate individual services and manage them as business units; upgrade office software and improve computer skills of each of the managerial team members, and develop a staff motivation system.

Certification examinations will be conducted on April 23, 2005.

The training provider for the program is Azerbaijan Project Management Association (AzPMA). AzPMA organizes trainings in the field of project management. The purposes of the association are development of professionalism and raising a quality of project governing; introducing modern project management methods and tools in new economic conditions.

2. ACCOUNTING AND FINANCIAL REPORTING FOR SHORE OVERSEAS AZERBAIJAN (SOA), Baku, Azerbaijan, October 15, 2004 – April 30, 2005

The program entitled Accounting and Financial Reporting for Shore Overseas Azerbaijan started on October 15, 2004 and will be conducted through April 30, 2005. This specialized training and technical assistance is for the non-bank credit institution Shore Overseas Azerbaijan (SOA). The objective is to bring in a foreign expert in accounting and finance to work over an extended period of time with SOA personnel in order to revamp the accounting system and install solid financial reporting and management procedures at SOA. A second short-term expert examines means to improve other internal operational controls. Such technical assistance is necessary to fortify the SOA institution with a view towards the expected receipt of large-scale debt funding that will enable SOA to vastly expand its output of loans.

The consultant team consists of two persons – an expert in accounting and an expert in internal controls. The accounting expert will be expected to work on this assignment for about 9-10 weeks. Of this period, at least six weeks will be spent at SOA offices in Baku, broken up into as many as three separate visits. The internal controls expert will spend about three weeks in country on a single visit. This visit should overlap with the last of the accounting expert’s visits to Baku.

At the conclusion of the assignment, the financial/accounting expert, complemented by the internal controls analyst, will be expected to have attained the following deliverables: the creation of a whole set of financial and accounting reports; the establishment of a comprehensive series of new regulations and procedures governing the accounting and financial reporting system of SOA; two staff members of SOA, mainly the SOA accountant, but also a second person as a potential backup, will be fully trained in the new accounting and financial reporting procedures of SOA; a final report...
to SOA management providing a series of recommendations on current issues relating to management of the new system; the internal controls analyst will submit a list of recommendations that would be directed to SOA management, the findings of which would be incorporated into operational policies and procedures in the form of a revised Operations Manual.

During the first visit on November 6 – 21, 2004 Mr. Warren E. Niles, an expert in accounting, conducted an assessment of accounting systems and procedures used by Shore Overseas Azerbaijan. Back home Mr. Niles developed new system and overall procedures of internal accounting policies that he introduced to SOA during his second visit on January 29 – February 6, 2005.

During her visit from January 30, 2005 to February 19, Ms. Ann E. Dobbyn, an expert in internal controls, organized the internal accounting of SOA by providing new internal forms and procedures. On April 1 – April 9, 2005 Mr. Niles will return to SOA to ensure that the Operations Manual is being accurately followed and enforced.

The mission-mandated sole-sourced providers for this program are:

The independent expert in accounting Mr. Warren E. Niles. Mr. Niles, graduated Florida Institute of Technology, has over 20 years of experience working all over the world in the areas of branch banking transaction operations, financial and management accounting system development; management information systems, computer programming in network environment.

And the independent expert in internal controls Ms. Ann E. Dobbyn. Ms. Dobbyn had her MBA degree in Finance / Emphasis on International Business, has experience of working as an accountant, corporate controller, consultant. Since 1998 Ms. Dobbyn has worked as a financial consultant for various project based assignments.

3. Public Education for Businesses on Notary Services, Azerbaijan, November 19, 2004 – May 17, 2005

World Learning currently organizes the public awareness campaign entitled, Public Education for Businesses on Notary Services in Baku and the regions (Ganja, Shaki and Lenkoran) for the period of November 2004 – May 2005 to address the lack of knowledge surrounding the protection that notary services provide to business entities and citizenry alike which results in obstacles for development of civil society and development of ownership/entrepreneurship.

The Department of Notaries and Civil Acts Registration of The Ministry of Justice of the Republic of Azerbaijan requested this program which will 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 civil rights by utilizing legal services of Notarial institutions.

The public awareness campaign includes four components:

1. Trainings for businessmen and women throughout Azerbaijan.

The trainings will teach trainees about types of business related to legal documents that can be professionally developed through notary consultation services. These documents include: contracts on sale of shares, credit agreements, sale and purchase of property, land related transactions, equipment leasing and other. The trainings will cover the following regions: Baku, Ganja, Guba,
and Lenkoran. Overall, the trainings will cover 27 cities and regions of Azerbaijan and 300 participants.

2. Producing Weekly 1 page Newspaper Inserts
A one-page newspaper insert will be prepared each week. The insert will contain articles on practice of using notaries, as well as information to educate people on the preparation of documents that will be taught in trainings. The newspaper insert will be published during 6 months in two newspapers «525-ci Gazet» for Azerbaijani readers and «Zerkalo» for Russian readers.

3. Production and Airing of two Public Service Announcements (PSAs)
2 PSAs will be produced. The PSAs will be run on 2 TV National stations over a 3-month period. They will serve to educate people about:
1) General role of notaries in society. General public will 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. Businessmen will 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
2 billboards will be designed and placed in 5-6 places in Baku. These will target business people traveling inside Baku city often and this public education methodology will promote wider business audience to be covered by this public awareness campaign. The billboards will be placed in strategic business districts of the city during 6 months.

During this quarter, the training providers have been working on preparation of the training agenda, preparation of articles for newspaper issues, and developing the PSA scenarios. Two billboards have been developed and placed in 5 locations around Baku city.

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.

4. US AGRICULTURAL SECTOR STUDY TOUR, DES MOINES & AMES, IOWA, WASHINGTON, D.C., AND MUSCLE SHOALS, IOWA, USA, MAY 9-27, 2005

This 3-week study tour entitled US Agricultural Sector Study Tour will take place from May 9-27, 2005 and is designed to expose people working in the agricultural sector (including government agencies and institutions, university departments, enterprises and NGOs) to the U.S. agribusiness sector and the state and local levels policy environment that supports agribusiness in the United States. During the last week of the study tour, representatives from the two groups will be required to resolve a problem through a case study that brings the experience they have gained in focus to address a pressing issue in Azerbaijan's agriculture sector. While in the United States the groups will:

- acquire knowledge about US agricultural sector,
increase knowledge on US experience in the agricultural sector regarding how agricultural training institutions complement both government and business, how government and agribusiness support each other, the role of institutions involved in agricultural policy development, the importance of agricultural policy advocacy, the use of technology in agribusiness operations, the importance of standards and quality control in food processing, the importance and the application of fair business practices and incentives to motivate agribusiness as a vehicle for employment and income generation especially in rural communities;

apply important lessons learned from the U.S. experience to address constraints that face the agriculture sector in Azerbaijan.

The Program will consist of 2 parts:

1. Separate Study Tours will be organized for 2 separate groups.

   **Group #1** - 6 participants. 2-week Study Tour for policy makers and rayon representatives - participants will be selected from Ministry of Agriculture, Ministry of Economic Development, parliamentary agricultural committees, rayon administration, agricultural university or academy or research institution.

   **Group #2** - 10 participants. 2-week Study Tour for entrepreneurs working at the rayon (district) level and agribusiness enterprises selected from a range of service providers. These participants will be selected from transportation operators, advertising firms, agricultural product packaging companies, warehouse operators, wholesale market operators, millers, dairy, fruit and vegetable food processors.

2. Group Case Study Exercise

Both teams will gather for this final week of programming. During that final week the entire group will work together on a case study designed to reflect constraints that are faced by government, universities, agribusiness and business support service operators in Azerbaijan. The final product of this exercise will be dedicated to discussion and finding solutions to these problems in Azerbaijan. Building on the experiences shared from the previous two weeks observing operations in the U.S., the group will be provided the opportunity to dialogue and build a congenial working relation in an attempt to ultimately improve agribusiness productivity in Azerbaijan and increase agricultural productivity, job opportunities and incomes for participants in the agriculture sector. Suggested Case Study topics are registration and licensing, food processing and safety standards, public/private partnerships for rural extension and training programs.

During this quarter World Learning announced RFP for this program among 25 institutions and received 6 proposals from An International Center for Soil Fertility and Agricultural Development, Montana State University, North Florida International Visitors Council, Michigan State University, University of Missouri-Columbia, The University of Tennessee, Mississippi Consortium for International Development.

Based on the competitive bid results An International Center for Soil Fertility and Agricultural Development (IFDC) was chosen as a training provider for the program. IFDC is a public, nonprofit, international organization, which was founded in 1974 to assist in the quest for global food security. The Center's goal is to increase agricultural productivity in a sustainable manner through the development and transfer of effective, environmentally sound plant nutrient technology and agricultural marketing expertise. IFDC conducts its work independently and on a scientifically sound basis.

S.O. 1.3 Planned Programs for Next Quarter

*World Learning START Caucasus – Azerbaijan Quarterly Report*
1. **STUDY TOUR FOR AZERBAIJAN BUSINESS CASE COMPETITION WINNERS III, CHICAGO, IL, USA, AUGUST 8-26, 2005**

In the fall of 2004 the **3rd Annual Azerbaijan Business Case Study Competition** was organized among master's degree students from various universities in Azerbaijan and was conducted by Azerbaijan Agribusiness Center / MBA Enterprise Corps with organizational support from World Learning. 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 20, 2004 the winning team was identified and awarded participation in a study tour to the US in the summer of 2005. The four members of the Business Case Study Competition winning team are master's degree students from Azerbaijan State Economic University.

Each participant will take courses according to their individual needs. The participants expect to receive the knowledge in financial and strategic marketing management fields and are interested in the topics of strategic financial analysis for business evaluation, strategic finance for smaller businesses, project finance, strategic marketing management, creating corporate advantage-strategy in the multi-business firm.

World Learning 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 summer time. As a result the students will attend the following courses at the University of Chicago Graduate School: Portfolio Management (Aug 22 - 26, 2005), Financial Analysis for Nonfinancial Managers (Aug 15 - 19, 2005) and Strategic Marketing Management (Aug 8 - 12, 2005). The University of Chicago Graduate School of Business is ranked second in the World News Report business school ratings in the finance specialty.

2. **18TH INTERNATIONAL TRAINING PROGRAM ON UTILITY REGULATION AND STRATEGY, Gainesville, FL, USA, June 6 - 17, 2005**

One representative of the Ministry of Communication and Information Technologies and one representative of Ministry of Economic Development will attend the **18TH INTERNATIONAL TRAINING PROGRAM ON UTILITY REGULATION AND STRATEGY** in Gainesville, FL, USA from June 6 - 17, 2005.

This course is designed to enhance the economic, financial, and strategic skills of a select group of senior utility regulators and regulatory strategists from around the world. Seventy utility regulators will be in attendance. Approximately fifteen mid-to-senior staff from regulatory strategy groups and private infrastructure companies will also participate in the course, providing additional insights on the implementation of different types of incentive regulation.

The Training Program involves ten full days of lectures, sector-specific sessions, case studies, practical exercises, and panel discussions with leading utility experts. This training will be a combination of three to four plenary presentations and one to two break-out sessions for case studies and sector-specific applications. Short breaks during sessions as well as meal times will provide opportunity for participants to share expertise and experience with one another throughout the course. The course features approximately fifty different teaching modules. Topics are presented in a manner that emphasizes their interrelationships. Lessons are drawn from cross-sectoral comparisons and national experiences.
The program provider is Public Utility Research Center at the University of Florida and the World Bank. The Public Utility Research Center (PURC), at the University of Florida Warrington College of Business, provides international training and strategic research in public utility regulation, market rules, and infrastructure management in the energy, telecommunications, and water industries. Its outreach activities support the expanded deployment and efficient delivery of telecommunications, energy, energy and water/wastewater services, including the achievement of environmental objectives. Initiatives are based on four principles: expertise, respect, integrity, and effectiveness. To date, the PURC/World Bank International Training Program in Utility Regulation and Strategy has trained 1,384 participants from 125 nations.

3. BUILDING FINANCIAL SYSTEMS FOR THE POOR, Almaty, Kazakhstan, July 11 – 15, 2005

The program titled Building Financial Systems for the Poor to be held in Almaty, Kazakhstan is scheduled for July 11 – 15, 2005. One representative from The Apparatus of Cabinet of Ministers of the Azerbaijan Republic and one representative of the Ministry of Economic Development of the Republic of Azerbaijan will attend this conference. The program focuses on the role of donors in supporting financial systems that work for the majority. Participants will learn about current trends in microfinance based on international experience. They will identify the role, objectives and strategies of donors and other players and develop techniques to analyze and monitor microfinance investments.

The course is designed to provide an intensive learning opportunity to explore a variety of topics with colleagues and experts from around the world, to explain the importance of financial services for poor people, to formulate a vision for large-scale access to financial services, to clarify the role and comparative advantage of donor agencies in building financial services for the poor, to apply appraisal techniques and performance-based tools to support pro-poor financial institutions, to promote an enabling environment and transparency with donor support and to determine specific donor strategies and action plans.

The program providers are The Consultative Group to Assist the Poor (CGAP) and The United Nations Capital Development Fund (UNCDF). CGAP is a consortium of 28 public and private development agencies working together to expand access to financial services for the poor in developing countries. CGAP was created by these aid agencies and industry leaders to help create permanent financial services for the poor on a large scale. CGAP serves four groups of clients: development agencies, financial institutions including microfinance institutions (MFIs), government policymakers and regulators, and other service providers, such as auditors and rating agencies.

The United Nations Capital Development Fund (UNCDF) which was established in 1966 as a special purpose fund primarily for small-scale investment in the poorest countries, the United Nations Capital Development Fund (UNCDF) has come in recent years through intense, necessary and far-reaching changes. Today, UNCDF works to help eradicate poverty through local development programs and microfinance operations.

4. INSTITUTIONAL CAPACITY ASSESSMENT FOR ANTI MONOPOLY DEPARTMENT, Baku, Azerbaijan, Summer, 2005

The first antimonopoly authority in Azerbaijan was established in 1992 as a Committee of State Antimonopoly Policy and Support to Entrepreneurship. Later Antimonopoly Policy Department (DAP) was founded under Ministry of Economic Development. Institutional Capacity Assessment for Anti Monopoly Department is planned to be conducted in Azerbaijan for the period of several months starting in June – July 2005. The consultant team of 2-3 experts will
conduct institutional assessment and prepare performance development recommendations for the DAP's next 5 years. They will address two main targets:

**Programming development**
The institutional development recommendations will cover areas of improvement of the department's programming on anticorruption; antimonopoly legislation (including competition law) development; consumer rights protection; building relations and partnerships with other organizations, such as governmental agencies, local and international NGOs, etc.; public awareness and public advocacy campaigns on antimonopoly, consumer rights protection, anticorruption.

**Organizational capacity development**
The recommendations will cover organizational development of the Department in such areas as general management, human resources/personnel development, structure and division of responsibilities, planning, and financial sustainability. Based on the recommendation the Department will work out strategic plan of actions for the next 5 years to improve both works in the actual fields of its work as well as strengthen organizational capacities.

TIRF for this program is under development. Training provider will be identified on a competitive bid.

5. **CAPACITY BUILDING FOR MICRO FINANCE INSTITUTIONS, Baku, Azerbaijan, Spring-Summer, 2005**

Capacity Building for Micro Finance Institutions will be conducted for local Micro Finance Institutions (MFIs). It is anticipated that a nationality waiver will be supported by USAID and that the program will be non-competed to be Microfinance Center for Central and Eastern Europe and the New Independent States (MFC) **during Spring-Summer 2005**. The program:
- will help local microfinance institutions (MFIs) managers evaluate their needs, evaluate their staff skills, knowledge and abilities and design an appropriate development plan.
- give the local MFIs' internal control staff (auditors, monitors and accounting staff) the skills and tools to successfully audit large numbers of loans as well as the associated accounting transactions.
- give loan officers the skills necessary to evaluate requests for long term financing up to five years.
- enable staff members from each MFI to be able to conduct surveys of customers as well as focus groups to better understand their customer's needs as well as opinions of their services.
- enable local MFI program managers and financial/admin managers to use Microfin tool as a management tool to project the growth with quality.

Five separate trainings are planned: human resource management of MFIs, introduction to impact assessment and market research, business planning and financial modeling for MFIs, operational risk management in microfinance institutions, and loan officers training.

It is anticipated that the training will be provided by **The Microfinance Center for Central and Eastern Europe and the New Independent States**, which was launched in Warsaw and began its operations on September 1, 1997. It serves as a network of 86 microfinance 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 microenterprises and self-employment.

*World Learning START Caucasus – Azerbaijan Quarterly Report Period: January 1 to March 31, 2005*
The TIRF for this program is under development. WL is also working on receiving nationality waiver and non-compete procurement approval to bring MFC to Azerbaijan to conduct the trainings. WL identified MFC as a reputable, best-practice-oriented organization, which has great experience working in the NIS-region and therefore has tailored its course to address micro-finance practices relevant to this region. The training expertise of the Microfinance Center is recommended by International Micro-Finance Institutions and other organizations throughout the region. The Microfinance Center has provided training services in Azerbaijan for USAID-funded MFIs in the past and this effort will expand on this effort.

STRATEGIC OBJECTIVE 2.1:
CIVIL SOCIETY BETTER ORGANIZED AND REPRESENTED

S.O. 2.1: Completed Programs

In this quarter the following programs were completed and evaluated

1. ALTERNATIVE DISPUTE RESOLUTION (ADR) PROJECT, Baku, Azerbaijan, October 15, 2004 - February 24, 2005

The Alternative Dispute Resolution (ADR) program took place in Baku, Azerbaijan, between October 15, 2004 - February 24, 2005 at the request of the American Bar Association/Central and Eastern European Legal Initiative. The program aimed to develop alternative dispute resolution forums for local businesses in Azerbaijan and to train 5-10 lawyers as Mediators/Arbitrators, and approximately 50 lawyers in representing clients before mediation/arbitration forums. Through sole-source procurement, USAID and World Learning hired Ms. Lisa Toohey as a training provider for the program.

The program consisted of the following components:

Assessment
A short-term specialist, Ms. Lisa Toohey, the visiting expert from TC Beirne School of Law, University of Queensland, Queensland, Australia, carried out a 3-week assessment in Azerbaijan in October 2004. During that assessment, Ms. Toohey spent three weeks interviewing stakeholders such as lawyers, SME businesspeople, members of the NGO sector, and government and court officials, to identify the current state of commercial dispute resolution in Azerbaijan and to make recommendations for the development of CEELI's commercial dispute resolution program. The following issues were addressed: the extent of use of ADR in Azerbaijan, experiences with the Court system in Azerbaijan, including enforcement of judgments, whether the existing legal framework supports ADR, whether ADR would be useful if it were available, the identity of mediators or arbitrators who would be respected and trusted, and the type of training that would facilitate the resolution of commercial disputes. After the assessment, Ms. Toohey gave recommendations on project structure, necessary national legislation to provide a basis for ADR, training modules for mediators/arbitrators, training modules for lawyers who use the ADR process, trainings for judges, and recommendations for law faculty.

Mediation Seminars
Two seminars were held in Baku on February 15-16, 2005 and on February 18-19, 2005. Each of these seminars were designed as 'Training of the Trainer' (TOT) seminars, with the dual objective of imparting mediation skills to the participants and secondly to train them to conduct future mediation training seminars themselves. The participants of the first seminar were 12 members of the Azerbaijan International Commercial Arbitration Court (AIACA). These participants are generally both lawyers and arbitrators of the International Arbitration Court. The second seminar
was targeted at members of the Azeri NGO community. 26 participants were from diverse backgrounds, including NGOs such as Institute of Social Pluralism, "NUR" Educational Center, Human Rights XXI Century Azerbaijan Foundation, AYAFE, Youth Union "The Hope for the Future", "Clean World", Child Protection Organization, "Peace From Child to Child" Network, AYL, SHR, Youth without Conflicts, and the Woman Consultancy Center. The mediation seminars were taught on the basis of Mediation Manual prepared by Lisa Toohey. A 30-minute video showing some techniques of mediation was purchased and dubbed into the Azeri language by Internews-Azerbaijan before the seminar. The video, which illustrates the mediation process and reasons for choosing mediation, was shown to the all participants of the both mediation seminars. A copy of this video was given to AICAC for their future trainings.

Arbitration Seminars

A four-day arbitration seminar for AICAC and other interested parties was held from February 21-25, 2005. Joseph Daly and Lisa Toohey co-taught this seminar, which was designed to introduce participants to the basic processes and laws of international commercial arbitration. The arbitration seminar was attended primarily by 48 AICAC arbitrators and staff as well as lawyers from various organizations (Baku Stock Exchange, Ministry of Economic Development, Barnek Electricity Supply Company, etc.) and law students, mostly the members of ABA/CEELI's Legal Resource Center.

The instructors focused on arbitration topics from a business perspective, such as the elements of choosing arbitration including assessing the strengths and weaknesses of arbitration and steps in the arbitration process; laws and rules of arbitration in Azerbaijan; the arbitration agreement; selecting an arbitrator and the limits of arbitration; arbitration procedures: pre-hearing matters, opening statement, direct examination, cross examination, objections, closing, post-hearing briefs, etc. Some of the topics were delivered by guest speakers — both resident representatives of the foreign legal community — Jack Littmer (Manager, BP Legal Services), Alum Bati (Partment, Salans & Hertzfeld Law Firm) — and local experts Vidadi Mirkamal (Chairman, AICAC), and Alida Mahmudova (Director, International Department, Economic Court of Azerbaijan).

The training providers for the program were:

1. An independent consultant Ms. Lisa Toohey. Ms. Toohey's area of specialization is WTO-oriented reforms in transitional and developing economies. As a consulting attorney with Baker & McKenzie in Hanoi, Vietnam, working on a USAID-funded project, Ms. Toohey designed and facilitated trainings of lawyers on mediation and other skills necessary for a commercial law practice. Working with the Ministry of Justice in Sri Lanka, as a consultant on a World Bank-funded project, Ms. Toohey designed a "Train the Trainers" program (TOT) to teach judges mediation skills.

2. An independent consultant Mr. Joseph Daly

Professor Joseph Daly is an often-chosen arbitrator locally, nationally and internationally. He is highly experienced in Alternative Dispute Resolution, teaches "Arbitration" and "Litigation Practice" at Hamline University School of Law and has lectured in Vietnam, Cambodia, Albania, Hungary, Romania, Philippines, Bahrain, China, Hong Kong, Norway, Sweden, Czechoslovakia, Poland, Kenya and England. He is an international arbitrator for the American Arbitration Association (commercial, labor and insurance) and a labor arbitrator for the United States Federal Mediation and Conciliation Service. Mr. Daly is also an arbitrator for Minnesota, Hawaii, Indiana, Idaho, Michigan, New Jersey, North Dakota, Oregon, Pennsylvania, Wisconsin, the Virgin Islands and the City of Los Angeles. Professor Daly also arbitrates disputes for the New York Stock Exchange.
2. INTERNATIONAL CONFERENCE “THE WAY OF COOPERATION OF NGOs IN ELECTION CAMPAIGN”, Astana, Kazakhstan, January 27 – 28, 2005

The Executive Director of the Center for Election Monitoring attended the International Conference “The Way of Cooperation of NGOs in Election Campaign” held in Astana, Kazakhstan from January 27 – 28, 2005. The conference’s aim was to enhance the election process in Kazakhstan and Central Asian region by providing the opportunity to include the full participation of Civil Society, which would help to develop transparent, publicly open, unbiased election process in the Republic of Kazakhstan.

The main objectives of the conference are exchange of experiences among NGOs to provide more effective participation in the election processes in their own countries, providing mutual support during observation of the elections, fostering participation of citizens in election processes, analyzing the social and political situation in Central Asia (CA), the level of activity of CA NGOs in election processes, opportunities and conditions for creation CA Coalition of NGOs for participation in election processes.

During the conference the participant had the opportunity to share his knowledge on election processes in Azerbaijan. It is interesting to note that representatives of other countries were surprised to learn that Azerbaijan implements Parallel Voting system since it's not applied in their countries yet. Mr. Mamedli was pleased to conduct short presentation on what Parallel Voting is and how it is implemented.

In his Action Plan Mr. Mamedli emphasized the importance bettering relations between government and NGOs as it relates to his work. At the conference he observed the relations of the government sector and NGOs in Central Asia, and noted the high level of activity of the NGO sector during elections. Mr. Mamedli noticed that these relations are more positive in Central Asian countries than they are in Azerbaijan. Central Asian NGOs working in civil society development areas have fewer problems with financial and technical resources which are vital for NGOs working in Azerbaijan. Mr. Mamedli also observed that Azerbaijani legislation doesn’t give opportunities for NGOs to participate in the observation process during the elections. He cited that Article 2.5 of the Azerbaijan Law on NGOs states that NGOs receiving more than 1/3 of their grants from abroad cannot monitor the election process.

The training provider for the event was The Republican Network of Independent Observers.

S.O. 2.1: Active Programs

1. PUBLIC EDUCATION PROGRAM ON THE NEEDS AND ABILITIES OF PEOPLE WITH DISABILITIES, Azerbaijan, March 15, 2004 – April 30, 2005

The Public Education Program on Needs and Abilities of People with Disabilities is designed to foster the idea of equal opportunity, full participation, independent living, and economic self-sufficiency of people with disabilities. By increasing public awareness of the needs and abilities of people with mental and physical disabilities in Azerbaijan this program hopes to change traditional Azerbaijani stereotypes and prejudices directed towards people with mental and physical disabilities and to encourage people with mental and physical disabilities to live active, independent and self-sufficient lives.

For this purpose 6 public service announcements (PSA) will be produced and aired on the following TV channels: ANS, SPACE, LIDER, Alternativ TV (Ganja), Mingachevir TV, Qutb TV (Guba), Aygun TV (Zagatala), Dunya TV (Sumgayit), Lankaran TV, Simurg TV (Tovuz),
Naxchivan TV. The PSAs will promote the belief in the same economic, social and political opportunities for disabled Azerbaijani citizens. This includes equal access to education, employment, health and social services and requires the creation of necessary conditions for disabled people to lead a life as full value according to their individual abilities and interests.

The PSAs are to be produced on the following topics:

- Disability and Sports
- Physical Accessibility (to buildings, etc.)
- Access to Information
- Disability and Social Integration
- Access to schooling

World Learning delayed implementation of the program for a month in order to include the technical expertise of Ms. Elena Taranova, the director of Disability Awareness and Learning Center “Lotos”, as an expert for production of PSAs. With the concurrence of the training provider, ACDRTRC, WL enlisted Ms. Taranova’s expertise in order to design and develop the highest quality and most effective PSAs.

On the competitive bid Azerbaijan Community Development Research, Training and Resource Center was chosen as the training provider for producing the PSAs.

ACDRTRC has been established with the initiatives of the Norwegian Refugee Council, CHF International/Azerbaijan, NRTC/UNDP, national NGOs Umid and Hayat International in June 2001. Main focus of this Center is to help the communities of the country to grow and develop independently and to equip them with the required knowledge and skills to operate successfully.

Disability Awareness and Learning Center “Lotos” was created in 2001 as a structure working out and implementing the strategy of the Union of Azerbaijan’s disability organizations. Later Lotos became an independent organization and was officially registered in 2003. The main objective of the organization is to create conditions for the integration of people with various forms of disability into the mainstream of society, support the work of the coalition of disability NGO-s through developing their organizational capabilities.

2. SPPRED: PUBLIC EDUCATION AND OUTREACH PROGRAM 2004, Azerbaijan, July 1, 2004 – April 30, 2005

World Learning at the request of USAID and the SPPRED Secretariat continued its Public Education and Outreach Program on SPPRED in 2004. The State Program for Poverty Reduction and Economic Development (SPPRED): Public Education and Outreach Program (PEOP) is an attempt to further improve the knowledge of members of the civil society, local government, and private sector regarding the Government of Azerbaijan’s poverty reduction program. The program is also intended to improve the participation of said parties in the implementation of SPPRED. Through an improved understanding and increased participation in the poverty reduction plan citizens will realize that the process is open and transparent and is dependent on public representation in order to achieve its goals.

The program consists of two parts:

1. Implementation of nine Regional Participant Trainings and Town Hall Meetings (THMs) in nine different areas of Azerbaijan: Guba, Nakhchivan, Ganja, Shaki, Lenkoran, Shamakhi, Mingachevir, Sumgait, and Borda that took place from April 15, 2004 – November 5, 2004.
447 public representatives from 44 regions participated in the THMs arranged in 9 regions in 2004. 127 people (28%) out of them were women, and 320 people (72%) were men. In addition, 47 representatives from the international and local organizations attended the THMs, and participated directly in the discussions with the public representatives. 310 suggestions were provided by the local citizenry at the THMs. The followings are division of the suggestions by sectors:

1. Health - 23 suggestions;  
2. Education - 75 suggestions;  
3. Social Protection - 27 suggestions;  
4. Economic Development and Investment Environment - 29 suggestions;  
5. Ecology and Tourism - 22 suggestions;  
6. Agriculture - 33 suggestions;  
7. Municipality - 38 suggestions;  
8. Refugee and IDPs - 38 suggestions;  
9. Legal Reforms - 5 suggestions;  

Local NGO “UMID” HSSC was recommended as a non-competitive training provider to organize and conduct Regional Participant Trainings and Town Hall Meetings.

“Umid” Humanitarian and Social Support Center was registered by the Ministry of Justice as a national NGO in 1997. “Umid” HSSC is an independent national NGO working to help the marginalized segment of the population, in resolving their basic needs, solving their social problems, improving the education condition, developing communities, creating economic opportunities for the people etc. Its Head Office is located in Baku, it has field offices in Sumgait, Imishli and Fizuli and Quest House in Barda. Umid issues quarterly and yearly bulletins describing its activities.

2. Production of three Documentary Films about SPPRED program and airing two of them via nationwide and regional television stations. The topics of the films are:

1. SPPRED and Regional Development  
The goal of the film is to illuminate the impact of the implemented activities to the development of the regions, as well as educating people on the planned activities to be implemented for the development of the regions.

2. The Role of Municipalities in Increasing People’s Living Standards  
The goal of the film is to build the vast roles of municipalities in SPPRED program and the decentralization process. Activities of municipalities will be vastly commented and their roles will be illuminated in the film.

3. Monitoring Process of the SPPRED  
The goal of the film is to educate public about the monitoring process in the framework of the SPPRED and to show the active involvement ways of the civil society in this process.

During this quarter, ACDRTRC developed these documentary films drafts and submitted to World Learning and SPPRED Secretariat for their review. World Learning and SPPRED Secretariat suggested additions and modifications to the drafts including content and technical aspects. ACDRTRC is currently working on developing final drafts of the films and will be submitted to World Learning, USAID and SPPRED Secretariat for approval in April.
On a competitive bidding basis, Azerbaijan Community Development Research Training and Resource Center (ACDRTRC) was chosen as a training provider for producing three documentary films on SPPRED.

3. MEDIA’S IMPROVED ACCESS TO THE GOVERNMENT REPRESENTATIVES AT THE CENTRAL AND LOCAL LEVEL WITHIN THE PRESIDENTIAL REGIONAL DEVELOPMENT, Azerbaijan, November 15, 2004 – May 2005

The one-day seminar “Media’s Improved Access to the Government Representatives at the Central and Local Level within the Presidential Regional Development” is organized in 9 cities: Baku, Guba, Shaki, Ali-Bayramli, Masalli, Ganja, Goychay, Mingachevir and Nakhchivan. Experts (government officials) from Baku are brought to the regions and at the local level participants are representatives of all government bodies and media representatives from Baku and the regions.

The main goal of the training is to establish dialogue between the various players, and to exemplify how issues can be resolved locally, discuss topics of common concern etc. The objectives are to improve media’s access to the government representatives at the central and local level within the presidential regional development initiative; to create environment where press officers and journalists can meet each other and discuss each others roles, responsibilities, freedom of information act and other applicable legislation; to improve the knowledge of government officials, regarding the priorities, needs and solutions associated with regional development as suggested by the provincial citizenry; and to establish communication between government representatives and the general citizenry.

Through a sole-source procurement, USAID and World Learning selected local NGO Azerbaijan International Press Club as a training provider for the program. International Press Club is a non-profit organization that has a great experience working in deep contact with local and international journalists and media experts. IPC’s purpose is to help the media meet tomorrow’s challenges today, to promote peaceful international co-operation, to support democratic social development, to work for the international co-operation and people-to-people oriented interaction.

4. LEGAL RESEARCH, Azerbaijan, November 8, 2004 – September 15, 2005

In April 2004, ABA CEELI conducted an assessment of the legal profession (LPRI). One of the key findings is the lack of legal resources in the regions, lack of awareness of laws and lack of access to laws. Legal Research training, covering an 11-month period, will provide legal professionals in the regions with the skills required to conduct legal research and have access to laws and find relevant laws applicable to their clients’ issue. Each training will be conducted for 210 legal professionals (judges, advocates, civil practitioners, and notary publics) at each resource center in six regions.

Legal materials and a subscription to the only legal database of Azeri laws, currently maintained by Vnesh Expert Service as well as some hardcopy legal materials will be given to each of the resource centers, including five legal books (the 3-volume Civil Code Commentary, the 1-volume Civil Procedure Code Commentary and the 1-volume Criminal Code Commentary).

The training is a cost-share, tailored program for legal professionals in the regions on legal research. American Bar Association Central and Eastern European Legal Initiative (ABA/CEELI), the training provider for the program, will be designing and implementing the training component through their current USAID funded project.
5. INTERNATIONAL JESSUP MOOT COURT COMPETITION, Washington, DC, USA, March 27 – April 2, 2005

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. In 2004, over 95 teams representing their countries and universities participated in the final round. The Jessup “problem” is drafted to present discrete, manageable issues for discussion by students of international law. Recent topics have included human rights, riparian rights, extradition, the status of sub-federal units in international law, computers and the right of privacy, and economic sanctions.

This year a team of two students of Baku State University and three students of Khazar University will participate in the final round of International Jessup Moot Court Competition that will take place in Washington, DC, USA on March 27 – April 2, 2005 to improve their oral and written advocacy skills.

The training provider is 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.

6. CIVIC EDUCATION SCHOOL-BASED ACTIVITIES STUDY TOUR, Zlin, Czech Republic, May 3 – 6, 2005

Seven teachers from the schools of Ganja, Mingachevir, Barda, Ismayilli, Masalli, Sumgait and Baku, 1 representative of the Ministry of Education, 1 Head of Educational Department in Sumgait, and IFES’s Project Coordinator will participate in the Civic Education School-Based Activities Study Tour organized in Zlin, Czech Republic scheduled for May 3 – 6, 2005.

IFES has promoted democracy and civic participation in Azerbaijan for more than seven years. Its broad focus includes election assistance, local governance, and civic and voter education. The Student Action Committee (SAC) pilot program began to cooperate with 30 secondary schools in September 2004. IFES works with these schools to train volunteer teachers as mentors for potential SACs. This support is provided through a network of local trainers based in IFES Regional Information Centers in Baku, Sumgait, Masally, Ismayilli, Barda, Mingachevir and Ganja.

The purpose of the program is to provide more in-depth experience to Student Action Committee (SAC) Mentors in order to begin the process of training more teachers in the SAC methodology, thereby improving the sustainability of the programming. This study tour will also introduce the education administration officials to the programming in order to provide them with the further support at the regional and national level to foster its sustainability. By visiting Junior Achievement programs in a post-Communist state, civic education teachers and education administrators with receive hands on experience in advanced methodologies for developing student activities and learning free enterprise methods.
It is expected that the teachers will create a small cadre of trainers to ensure the program’s sustainability. For the administrators, it is expected that there will be a greater understanding of the overall concept that will enable them to become advocates for the programming, again promoting the program’s sustainability.

The program is non-compete to Junior Achievement Young Enterprise Europe. JA-YE organizations teach enterprise, entrepreneurship, and “economic literacy”, focusing on the role of business in the economy and the relevance of education in the workplace.

S.O. 2.1: Planned Programs for Next Quarter

1. EXIT POLLING INTERVIEWING NEEDS ASSESSMENT, Baku, Azerbaijan, May 2005

The goal of conducting Exit Polling Interviewing Needs Assessment is to identify capacity of local organizations that provide market research/surveying/public opinion polling services to conduct exit poll during the parliamentary election in 2005; to identify the ability and willingness of local research organizations that conduct exit polling interviews to cooperate with each other in order to conduct the country-wide exit poll during the parliamentary election in 2005 (for instance to establish a consortium that will include organizations interested in cooperating to conduct exit poll during parliamentary elections); to identify a key organization that will be capable and dedicated to coordinating and serving as the primary location for data collection during election day as well as have qualified staff that can manipulate the data in a timely and appropriate manner during the country-wide exit poll during the parliamentary election in 2005; to determine recommendations on conducting the country-wide exit poll during the parliamentary election in 2005 with the local organizations. TIRF for the program is under development.

Through a competitive selection process, USAID and World Learning will select an organization with practical experience in designing and conducting exit poll interviewing needs assessment program. This program will consist of 2 following components: First component: Training Provider will develop and conduct the need assessment among local organizations that provide market research/surveying/public opinion polling services and conduct exit poll.

Second component: The training provider will write a Final Report that will address the challenges and opportunities in utilizing the local pollsters during the nation-wide parliamentary elections in 2005.

STRATEGIC OBJECTIVE 3.1:
REDUCED HUMAN SUFFERING IN CONFLICT-AFFECTED AREAS

S.O. 3.1 Completed Programs
In this quarter the following programs were completed and evaluated:

1. PSYCHOSOCIAL TRAINING FOR CIVIL SOCIETY, Baku, Azerbaijan, March 13 – 20, 2005

The training program titled Psychosocial Training for Civil Society conducted in Baku on March 13 – 20, 2005 was designed for 35 representatives of different psychological institutions. The main goals of the program were to develop a civil and open society within the oppressed/war torn countries of Azerbaijan and Tajikistan, empower people to bring about desired change in
themselves and their communities, transform guilt, shame, rage and the desire for revenge into mutual understanding, acceptance, and a shared sense of justice, create a democratic culture of mutual support, cooperation, and respect wherein people can work for goals that matter to them. World Learning paid for the training venue rent for the whole program.

The daily agenda was designed in order to ensure personal growth of the participants through ongoing participation in group therapy and community building and by stimulation of their creative skills, professional development of the participants through teaching them a number of professional skills they need (individual and group counseling, conflict resolution, communication, community development, social analysis, etc.), social growth (change) through encouraging partnership and application of the new methodologies in their families, organizations and communities.

The trainers combined expertise in different areas related to human and social development, both as individuals and as a group or community. Each day included a substantial presentation of information relating to personal or social healing, detailed facts about trauma, oppression, different communication styles, various approaches to group therapy and counseling. The trainers introduced relaxation techniques allowing a therapist and a client to cope with stress and trauma. Participants learned about the principles of body-oriented approaches and participated in clinical demonstration.

The program not only allowed the participants to learn new, very practical skills, but also changed the way they think. They began to see conflicts and disagreements as possible sources of improvement and learning. They began to get in touch with their creativity and learnt to cooperate and experiment at times when originally they would argue, blame others, or stop making efforts. Participants got a chance to experience the benefits of these approaches when they applied these new skills to the issues that come up in their group and also in their organization or family. They saw in practice how conflicts and communication problems can be solved creatively and positively and can be a source of learning and growth for everyone.

As the last session, participants were asked to close with a word or a sentence that expressed something of their experience. Reports were rather remarkable. Some said that they had found new hope. Some said that they were eager to meet again, or to work in the interim on continuing programs in Azerbaijan, or to organize their own materials for presentation and discussion at the next meeting. Many pointed out that every participant played an important role and made invaluable contributions to the experience of the program. Participants expressed gratitude for the democratic nature of the sessions, the absence of dogmatic teaching, the sense of inclusion, the opportunity to be heard in many different ways. They were willing to help in organizing next training sessions and various events in their own communities.

By the end of the program participants came up with the following action plan:

1. Participants will meet on regular basis twice a month to discuss new materials they will read between the meetings (readings were suggested by the trainers), make presentations about their practical work, share information about events they attended – conferences, workshops, etc, share information about how they apply new skills and methods in their work.

2. Participants will present the materials they learned during the training in March and at the meeting sessions to the groups they teach, i.e. university students, leaders of NGOs, human service practitioners and others.

3. Participants will create e-list where they will exchange various information and sources with each other and with trainers.
4. Participants will apply new skills and knowledge in their personal life and family, in their organizations, and in their communities. They will regularly inform the program committee about their activities and accomplishments.

Training providers were: The **Azerbaijan Psychological Association (APA)** and The **Institute for International Connections for Personal and Cultural Growth (IIC)**. APA is a non-governmental organization established to develop psychological science, advance education, and provide psycho-social services to organizations and individuals, with special attention to refugees, women, and other vulnerable social groups. The Institute for International Connections for Personal and Cultural Growth (IIC) is an American 501 (c) 3 non-profit organization dedicated to promoting and developing cross-cultural understanding and partnerships. Its mission is to provide links, partnerships, programs and opportunities which lead to the development of strong cross-cultural networks in which human service providers can illuminate their practice, contribute to the healing processes in their communities, learn from each other about recovery from oppression, trauma and war, and explore the transfer of effective social strategies from one country to another through direct experience.

2. **COST RECOVERY WORKSHOP, Imishli, Azerbaijan, March 23, 2005**

A one-day workshop entitled Cost Recovery Workshop was held in Imishli on March 23, 2005 and was designed for 25 active members of Facility Management Boards (FMB) (body that manages community health funds (CHF)) from 8 communities in southern area (Sabirabad, Saatli, Imishli, Beylagan, Bilasuvar, Fizuli) where IMC pilot cost recovery mechanisms in health.

The main purpose of the workshop was to bring communities together to discuss the achievements made and challenges encountered during implementation of community-based health cost recovery schemes, and to share best practices. This workshop also served as a forum for communities to advocate for community health funds in front of district health authorities that were invited to this event as well.

During presentations it was seen that some communities showed better performance on various aspects of the program. For example, Ovchube has the highest enrollment rate to CHF when taken as the percentage of total population. Bahramtapa Camp has the greatest number of people subscribed to the insurance scheme. Finally, Garanuru community shows the best results in the collection of revenues to CHF through fee-for-service mechanism.

At the workshop the participants were divided into four groups (community representatives formed three groups and health authorities is the forth) to discuss problems encountered during implementation of cost recovery scheme as well as to propose the ways how to overcome them. The summary of the presentations are the following:

- to apply to local municipalities for financial support;
- to increase the activity of FMB, medical staff, payment collectors in social marketing and advertising;
- to increase participation of medical staff in pre-payment scheme (the health providers should provide an example to other community members);
- the quality of the services should be improved;
- to increase the range of services, to increase the the price of the services;
- to invite specialists and professional laborants from central hospitals (CH) on a regular basis;
- to apply to IMC and CH for assistance in organizing the additional seminars for lab technicians;
- to ask local excoms, municipalities, IMC and other INGOs for additional assistance;
- to improve financial condition by seeking assistance from different local organisations;

**World Learning START Caucasus – Azerbaijan Quarterly Report**

**Period: January 1 to March 31, 2005**

21
• to ensure accuracy and transparency in the FMB activities;
• to inform population about positive examples and success stories;
• to increase control from IMC, and municipality, to provide the presence of most of the FMB members and conduct FMB meetings on regular basis;
• to organize the additional seminars with IMC support to improve the quality of the accountant activities;
• to replace inactive FMB staff;
• if it is possible to provide participation of educated and respectable people in FMB;
• to ensure that population is informed about FMB meetings and status of CHF;
• to provide participation of FMB in measures organized by local authorities to improve the sanitation condition of community.

This program was non-competitive to International Medical Corps which is a global humanitarian nonprofit organization dedicated to improving lives and relieving human suffering through community based relief and development programs. IMC has been active in Azerbaijan since 2000. During almost five-year period in the country IMC implemented many projects funded by the main donors active in the country such as USAID, DOS, BP, BTC/SCP, UNOCAL, HESS and other.

S.O. 3.1 Active Programs

1. ROLES AND RESPONSIBILITIES OF MUNICIPALITIES AND EXECUTIVE AUTHORITIES IN THE FRAME OF COMMUNITY DEVELOPMENT, Barda, Imishli, Nakhchivan, Azerbaijan, June 29 – November 15, 2004

This series of trainings on Roles and Responsibilities of Municipalities and Executive Committees in the frame of Community Development is designed for 60 Barda, Imishli and Nakhchivan representatives from municipalities and executive authorities who work with community leaders and members in order to improve community life quality and delivery of resources and services in the regions. The program targets to increase knowledge of representatives of Municipalities and Executive Authorities on their responsibilities and roles in the context of community development and strengthen involvement of Municipalities and Executive Authorities in community development activities.

The training will improve the delivery of social services to rural communities through strengthened involvement of Municipalities and Executive Authorities in local development projects, enhance the assistance from these institutions for communities, support of community development projects, joint projects between community groups, municipalities and executive authorities.

This training consists of three main components:

1. The trainees will receive information on the most key and necessary regulations and laws.

2. The participants will be introduced to the philosophy and approaches of Community Development and given examples of successful projects as a result of good and integrated collaboration between Community Groups, Municipalities and Executive Authorities.

3. Discussions on various involvement ways of Municipalities and Executive Authorities in activities/projects on local community development jointly with local community groups. This component will help the trainees to transform the information that they will receive in the first
and second components of the training into practical knowledge and recommendations on applying the roles and responsibilities to their work with communities.

The first event was conducted in Barda from June 29 to July 3, 2004 for 24 participants (23 male and 1 female); the second event was conducted in Imishli on November 11 – 15, 2005 for 23 participants (21 male and 2 female). However, because of resistance from local authorities of Nakhchivan it was not possible to implement the training in this region despite Reform Center’s many attempts. As a result, USAID approved an Action Memorandum to postpone, and perhaps cancel the Nakhchivan component.

On the competitive bid the Reform Center (Center for Political and Economic Reforms) was chosen as a training provider. The Reform Center is a non-governmental organization, which was established in 1999, the goal of which is assistance in acceleration of economic, political, and other reforms held in the country. Reform Center’s staff consists of economists, politicians, and lawyers, who have many-years of experience in realization of the programs targeted to the development of civil society in Azerbaijan.

S.O. 3.1 Planned Programs for Next Quarter

1. SQL SERVER MANAGEMENT, Baku, Azerbaijan, April 2005

The SQL Server Management program to be conducted in Baku in April 2005 is designed for MIS Manager at Azeri Star Microfinance LLC to improve internal operations processing of the Azeri Star Microfinance LLC (ASM) in order to improve ASM’s position in strong client oriented competitive atmosphere.

At the end of the course, participant will be able to describe the elements of SQL Server 2000; design a SQL Server enterprise application architecture; describe the conceptual basis of programming in Transact-SQL; create and manage databases and their related components; implement data integrity by using the IDENTITY column property, constraints, defaults, rules, and unique identifiers; plan for the use of indexes; create and maintain indexes; create, use, and maintain data views; implement user-defined functions; design, create, and use stored procedures; create and implement triggers; program across multiple servers by using distributed queries, distributed transactions, and partitioned views; optimize query performance; analyze queries; and manage transactions and locks to ensure data concurrency and recoverability.

The topics to be covered during the program are: SQL server overview, overview of programming SQL server, creating and managing databases, creating data types and tables, implementing data integrity, planning indexes, creating and maintaining indexes, implementing views, implementing stored procedures, implementing user-defined functions, implementing triggers, programming across multiple servers, optimizing query performance, analyzing queries, managing transactions and locks.

The training provider for the program was non-compete to AIC Group LTD. The company was established in June 1998 in Azerbaijan. The head office is located in Baku. The Company is a Microsoft partner and has an official status of an Authorized Education Center as well as an official MOS (Microsoft Office Specialist) and VUE (Virtual University Enterprise) Testing Center.

2. GLOBAL HEALTH COUNCIL’S 32ND ANNUAL CONFERENCE, Washington, DC, USA, May 31 – June 3, 2005
The Global Health Council's annual conference is widely regarded as one of the premier events in the health field, attracting more than 1,500 health and development professionals from around the world. Participants widely report that the extensive opportunities to interact with health specialists, decision makers, researchers, politicians and activists from every part of the world make this the most valuable event they attend each year.

The participants to attend 32nd Annual Conference on Global Health Council held in Washington, DC, USA on May 31 – June 3, 2005 will be representatives of a diverse array of specialists, including field practitioners, program planners, researchers, health educators, policy-makers, health economists, social workers, doctors, nurses, midwives and social scientists in the field of global health, development and humanitarian aid. Three representatives of the Ministry of Health will represent Azerbaijan at this event.

The participants will select sessions of interest from the following topics: human capacity development; health policy; financial management; HIV/AIDS & other infectious diseases; program performance improvement; leadership and management; child health/survival; partnerships; research; post-conflict & post-disaster systems. information & communications; women’s health; enabling communities.

The program is non-compete to The Global Health Council, which is the world’s largest membership alliance dedicated to saving lives by improving health throughout the world. In its mission to advocate, build alliances and communicate ideas and best practices, it contributes to the global discussion and debate on issues critical to the future of all nations.

3. NEGOTIATION SKILLS FOR BRIDGE NETWORKS, Azerbaijan, April – May, 2005

The Bridge to Reproductive Health Network (BRHN) is a comprehensive web of relevant stakeholders in each of the 17 districts created to have an information network flowing freely within the community. The BRHN brings together gynecologists, midwives, peripheral health providers, trainers/mobilizers from the consortium, peer educators, chief doctors, members of the lmalar Majlisi and Apteks. Through the BRHN, the issues and concerns of all will have one common venue through which reproductive health issues can be raised. As a group, the BRHN team and their linkages will become active partners in tracking trends and progress as well as recommend action points to resolve or improve any identified weak or problem areas.

The Negotiation Skills for Bridge Networks training to be conducted in Azerbaijan for the period on April – May 2005 will specifically improve the capacity of Bridge to Reproductive Health Networks. In each Bridge there are a minimum of 20 people and the trainings will cover core representatives of the each BRHN. The main purpose of the training is to develop the capacity of the Bridge Networks to collaboratively advocate for Family Planning and Reproductive Health issues, at the community level.

The program is non-compete to USAID-funded Consensus Building Institute trained and certified local trainers (within The Negotiation Skills Training Program for Political Managers conducted by Consensus Building Institute in Azerbaijan on February 17 – November 24, 2004).

4. ORGANIZATIONAL MANAGEMENT FOR REPRODUCTIVE HEALTH (RH) AND FAMILY PLANNING (FP) NGOs, Azerbaijan, May – June, 2005

Organizational Management for Reproductive Health (RH) and Family Planning (FP) NGOs will be conducted in Ganja during May-June 2005. The training will cover topics on management and supervisory skills, proposal writing/report writing, financial management. The goal of the event is
to develop institutional capacity of the local reproductive health and family planning NGOs and National Reproductive Health Offices, by providing trainings to managers and directors of these organizations, to improve financial management, reporting and accounting within their organizations, to apply new ways of management and supervision of the employees of their organizations and to provide better proposals and reports to donor organizations.

TIRF for the program is under development. The training provider will be identified on a competitive basis.

STRATEGIC OBJECTIVE 4.2: CROSS-CUTTING PROGRAMS: TRAINING AND SMALL GRANTS PROGRAM

S.O. 4.2 Completed Programs
In this quarter the following programs were completed and evaluated:

1. MASTER OF PUBLIC HEALTH II – ZULFIYIA SAMADOVA, New Orleans, LA, USA, August 21, 2003 – January 10, 2005

Zulfiyya Samadova has successfully completed her Master's Degree with Tulane University School of public Health and Tropical Medicine with dual concentration on Health System Management and Environmental Health Management with a 3.5 GPA. During summer months Ms. Samadova did a 300-clock hour internship at BP AGT Pipeline project in Azerbaijan. The subject of the internship was Occupational Health Management within the Health, Safety and Environment Management Department and included several field trips along pipeline construction sites all over the country with the review and audits of Contractors' HSE compliance in water quality, noise assessment, food hygiene, emergency response. During her master studies Zulfiyya was a volunteer for two fundraising events for New Orleans Center of drug and alcohol rehabilitation.

Zulfiyya's plans for the future are to work on environmental issues specific to Azerbaijan. In the nearest future she plans to complete an article on the use of pesticides and their residual health effects in Azerbaijan. In a year or two, she intends to start working on a doctoral program in Environmental Sciences (possibly in the field of toxic and hazardous waste management).

2. INTERNATIONAL STUDENT FESTIVAL IN TRONDHEIM, Trondheim, Norway, February 11 – 20, 2005

The idea of an International Student Festival in Trondheim originated in 1988 to share the Norwegian system of education and the mechanisms of Norwegian students' involvement in the higher education, to get acquainted with relevant experiences of other states in this regard, to actively participate in deliberations and debates concerning new perspective on education, to forge cooperation with the students from all over the world, to share experiences and generate new ideas concerning application of other nations' experience in the field of education in Azerbaijan, to find out more about the mechanisms of students' involvement in higher education governance to think over ways of enhancing students' role in education process in Azerbaijan upon return.

About 450 students from over a hundred countries attended the festival, including two students from Baku State University and two students from Khazar University. During the Festival 16 different workshops were conducted on the topics of knowledge through art, learning in different ways, your history, my story, our history; theory vs. the real world, education, why; values through education; education – creating identity; education – peace; the power of education; education and
religion – friends or enemies; educating women at the cost of men; unfair education; education transforming society; students in struggle; winning individuals, winning teams, universal truths.

The Azerbaijani participants attended the workshops on values through education, education and religion – friends or enemies, the power of education, education – transforming societies. Upon return the participants submitted a report to World Learning about their impression of the Festival in Trondheim and prepared a presentation to be demonstrated before WL and USAID. In the report the participants emphasized the usefulness and importance of the knowledge they gained at the Festival including:

- how education can be a key factor for development and how it can be misused by totalitarian leaders. Thematic workshops, lectures, public speeches by the most profound specialist in this field gave the participants an opportunity to learn more about different successful education models that can be applied in Azerbaijan and many failed models that should be avoided.
- personal and professional contacts with students, youth leaders, professors and specialists representing different countries were established.
- the participants learned about the Norwegian educational model and culture. Staying with host families was very important and useful in this regard.
- the participants learned about many interesting youth projects and initiatives that were successfully implemented in many other countries.

In their Action Plans the participants described how they are going to use the knowledge and experience gained during the festival to conduct presentations and to organize a summer project “Youth Forum – Education. Why?” that will bring students from different universities, including from regions, and give them space to discuss and debate about education, to think about current problems in our education system and seek solutions, to write articles for their university newspapers about the summer project and their participation, and to conduct research on different education models by using their contacts established through ISFIT.

The training provider for the event was Yara International, its partners: Fredskorpset, Sør-Trøndelag Fylkeskommune, and festival partners: Det Norske Veritas; Interconsult ASA; Aker Kvaerner; SINTEF; Kjeldsberg Kaffebrenneri; Veidekke.

3. GENDER ISSUES IN YOUTH WORK, Budapest, Hungary, February 14 – 19, 2005

The Executive Director of “Rescue” Young Women Association attended the Gender Issues in Youth Work program held in Budapest, Hungary on February 14 – 19, 2005. The goal of this training program was to enable youth workers in gender and equality awareness to develop an enhanced awareness of the role of gender balance and equality in their own workplace and in their wider communities.

The objectives were to develop youth's understanding of the role of gender and equality in their work; to take a reflective approach regarding participants' role as youth workers with reference to gender, examining own behaviors, practices and approaches; to train youth workers in gender awareness and anti-discriminatory practices; and to improve networking amongst local youth workers at grass root level. The training itself consisted of a variety of workshops, games and interactive activities thereby developing youth workers' skills of gender awareness and also strengthening their commitment to develop actions in the context of gender mainstreaming.

The participant noted that Azeri traditions and mentality are the major obstacles to a more active participation of women. In their Action Plan the participant indicated that it is necessary to conduct trainings and seminars to increase the understanding on the role of gender equality in youth work, to educate women and empower them to be active in social life of their home country. With this

World Learning START Caucasus – Azerbaijan Quarterly Report Period January 1 to March 31, 2005
purpose the participant described a plan of activities: to hold seminars for Azerbaijan participants, after 3-month period to bring together these participants to encourage them to write proposals on gender issues which will be evaluated and put together in three/four joint proposals and submitted to donors, to conduct training of trainers on advanced level on Gender Issues in Youth Work.

The providers of this training program were Youth Express Network and European Youth Center in Budapest.

S.O. 4.2 Active Programs


Three participants: a student from Academy of Public Administration, Azerbaijan State Economic University and Baku State University will attend the European Week of Eindhoven 2005, held in Eindhoven, The Netherlands on April 11 – 15, 2005. The goals of the conference are to expose European students to actual European developments by actively letting them join in discussion, to contribute to the integration of Europe by bringing students from many cultures together in both a formal and informal program, to share the varied backgrounds of the participating students and to pursue an equal distribution in participants from the participating countries.

The conference program includes attending lectures by prominent speakers, participating in interactive discussion workshops, as well as an exciting cultural program that will take place throughout the week. This year's covering main theme 'How big is YOUR Europe? Explore its dimensions' is divided in a triplet day themes: national, continental and global. During the conference week Europe's dimensions will be discussed by focusing successively on the differences between and the similarities of Europe's member states, the European continent as a unity and the role of Europe in the world. Participants will take part in the following workshops: nuclear power – hard choices to make; help a woman; managing cultural differences; European convention; how to organize a European event.

The training provider for the event is Eindhoven University of Technology in Eindhoven.

1. MASTER'S DEGREE PROGRAM FOR ACADEMIC YEAR 2003 – 2005

Elkhan Aghamirzayev – Emory University Goizueta Business School.
Mr. Aghamirzayev’s end of classes date is still unknown.

Azer Aliyev – Vanderbilt University Owen Graduate School of Management.
Mr. Aliyev will complete his studies and return to Baku on May 16, 2005.

Narmina Ibratumova – University of Minnesota, Hubert H. Humphrey Institute of Public Affairs.
Ms. Ibratumova will complete her studies and return to Baku by the end of May 2005.

Mr. Muslumov will complete her studies and return to Baku on May 17, 2005.

Sevinj Topchubashova – The University of Alabama at Birmingham, School of Public Health.
Ms. Topchubashova will complete her studies and return to Baku on May 8, 2005.
Bayaz Zeynalova – University of Michigan’s G.R. Ford School of Public Policy.
Ms. Bayaz Zeynalova will complete her studies and return to Baku on May 8, 2005.

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 to create a cadre of internationally trained and high quality professional economic policy and decision-makers, managers and administrators.

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Degree</th>
<th>University</th>
<th>Start date</th>
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<td>Agshin</td>
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<td>MBA</td>
<td>John Donahue Graduate School of Business Duquesne University</td>
<td>August 5, 2004</td>
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<td>Gurbanali</td>
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<td>Thunderbird - The Garvin School of International Management</td>
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<td>Ismayil</td>
<td>Rafiyev</td>
<td>MBA</td>
<td>Graduate School at University of Arkansas</td>
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<td>Tural</td>
<td>Yusifov</td>
<td>MBA</td>
<td>J. Mack Robinson College of Business Georgia State University</td>
<td>August 12, 2004</td>
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<td>Ramin</td>
<td>Muradli</td>
<td>MBA</td>
<td>Liautaud Graduate School of Business at the University of Illinois at Chicago</td>
<td>December 16, 2004</td>
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<tr>
<td>Nigar</td>
<td>Chaybasarskaya</td>
<td>MBA</td>
<td>Southern Illinois University, College of Business and Administration</td>
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<td>Nai’a</td>
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<td>Ohio State University Graduate School of Medicine and Public Health</td>
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<td>Samira</td>
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<td>MUP</td>
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IV. FEE FOR SERVICE 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 – March 31, 2005 World Learning negotiated and implemented the following FFS agreements:

- 1 Fee for Service Agreement with American International Health Association

The total number of participants processed under Fee for Service Agreements this quarter was 6, of which 5 were female (84%).

See Attachment 4 for complete list of Fee For Service Activities (February 2002 – March 31, 2003).

V. FOLLOW-ON FINANCING ACTIVITY

In June 2002 World Learning developed the guidelines for the Follow-on Financing component of the START task order. The guidelines were entitled: "USAID/Caucasus Follow-On Financing Application Kit." The proposed Application Kit included program and budget development guidelines, eligibility requirements and restrictions. During the quarter WL/Azerbaijan received the following requests for Follow-on Financing support:

- Seminars on public participation in legislation building processes (presented by a participant of Legal Drafting Program, 2002),
- Women’s right to elect and be elected (presented by a participant of Gender Equality Public Education Program, 2004).

The proposals will be sent to USAID for consideration.

VI. ADMINISTRATIVE OVERVIEW INCLUDING COST CONTAINMENT

Personnel

Cost Containment

The following Cost Containment efforts totaling $8,088 were implemented by the program staff during the procurement of the programs:

- After budget negotiations with the training provider for Civic Education School-Based Activities Study Tour, Junior Achievement –Young Enterprise Europe (JA-YE) and changing flight from Czech Airlines to Austrian, the final budget was decreased from $24,500 to $15,912 representing a cost savings of $8,088.

VII. QUARTERLY FINANCIAL REPORT

Please see Attachment 1 for Quarterly Training and Financial Expenditures Report.

Semi Annual Report
For the period of January 1, 2005 – June 30, 2005

START/CAUCASUS - AZERBAIJAN

Task Order Number: OUT-EEE-1-800-01-00016-00
Task Order Period: January 15, 2002 to August 26, 2006

Submitted to USAID/Caucasus
By
World Learning
6 Uzeyir Hajibeyov Street, apt. 26
Baku – 370000, Azerbaijan Republic
Tel/Fax: (99412) 93 89 86, 93 59 73
E-mail: wli@wli.baku.az

July 2005
# TABLE OF CONTENTS

I. GENERAL STATEMENT .......................................................... 3

II. TRAINET DATA ...................................................................... 4

III. QUARTERLY SUMMARY OF PROGRAM EVALUATIONS .......... 5

   STRATEGIC OBJECTIVE 1.3 ....................................................... 5
   STRATEGIC OBJECTIVE 2.1 ....................................................... 20
   STRATEGIC OBJECTIVE 3.1 ....................................................... 32
   STRATEGIC OBJECTIVE 4.2 ....................................................... 36

IV. SEMIANNUAL FEE FOR SERVICE (FFS) ACTIVITIES ............ 41

V. SEMIANNUAL PROGRESS ON PERFORMANCE MONITORING PLAN (PMP)
   TRAINING NEEDS ASSESSMENT & PERFORMANCE ANALYSIS 41
   PLANNING & DEVELOPMENT OF TRAINING EVENTS .............. 42
   RECRUITMENT & SELECTION OF PROSPECTIVE TRAINING CANDIDATES ........................................... 43
   PLACEMENT & PROGRAMMING ............................................... 47
   PRE-DEPARTURE INTERVENTIONS ......................................... 50
   ADMINISTRATIVE ARRANGEMENTS FOR PARTICIPANTS ....... 50
   POST-TRAINING FOLLOW-UP ................................................ 51

VI. SEMIANNUAL REVIEW OF LOCAL TRAINING PROVIDER STRENGTHENING ........................................... 51

VII. SEMIANNUAL REVIEW OF GENDER DEVELOPMENT PROGRESS 52

VIII. SEMIANNUAL UTILIZATION OF MSIs AND HBCUs .................. 52

VIII. SEMIANNUAL ADMINISTRATIVE OVERVIEW ...................... 52

ATTACHMENT 1: Semiannual Training and Financial Expenditures Report

ATTACHMENT 2: Training Implementation Timetable

ATTACHMENT 3: Participants Trained CY 2002 – 2005

ATTACHMENT 4: Fee-for-Service Activity
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 'TriNet 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 2005 World Learning

Training programs during the period: 28
ICT: 9
TCT: 8
UST: 11
Trainees participated in the programs: 872
Male: 722
Female: 150 (17%)

2. Second Quarter CY 2005 World Learning

Training programs during the period: 21
ICT: 6
TCT: 5
UST: 10
Trainees participated in the programs: 726
Male: 633
Female: 93 (13%)

3. First Half of CY 2005 USAID Partners

Number of USAID Partners: 13
Training Programs during the period: 63
ICT: 48
TCT: 15
UST: 0
Trainees participated in the programs: 11059
Male: 4937
Female: 6122 (55.3%)

4. Second Quarter CY 2005 USAID Partners

Number of USAID Partners: 7
Training Programs during the period: 38
ICT: 25
TCT: 13
UST: 0
Trainees participated in the programs: 5388
Male: 2397
Female: 2991 (55.5%)

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. ACCOUNTING AND FINANCIAL REPORTING FOR SHORE OVERSEAS AZERBAIJAN (SOA), Baku, Azerbaijan, October 15, 2004 – April 29, 2005

The program entitled Accounting and Financial Reporting for Shore Overseas Azerbaijan started on October 15, 2004 was conducted through April 29, 2005. This specialized training and technical assistance was for the non-bank credit institution Shore Overseas Azerbaijan (SOA). The objective was to bring in a foreign expert in accounting and finance to work over an extended period of time with SOA personnel in order to revamp the accounting system, instill solid financial reporting and management procedures at SOA and to create an Accounting/Financial Reporting Manual. A second short-term expert examined ways to improve other internal operational controls. Such technical assistance was necessary to fortify the SOA institution with a view towards the expected receipt of a large-scale loan from the United States Overseas Private Investment Corporation (OPIC) that will enable SOA to vastly expand its output of loans.

From November 5, 2004 through November 22, 2004 Warren E. Niles, an independent accounting expert, performed a diagnostic review of the accounting operations at the Baku office of Shore Overseas Azerbaijan. The review provided the consultant with the necessary background information regarding software in use, loan products, staffing, reporting needs, transaction processing methods and the general status of the existing system.

Following this review, the consultant formulated the first draft which defined the role of the accounts department and its staff, a new chart of accounts, standard transaction processing work flows, financial and management reporting, definition of standard work papers and certain other specific processing issues, in particular, the handling of OPIC loan related accounts. Also during this time it was recommended that a second accounts department staff be hired to assist the Finance Officer in daily transaction posting and internal control related work.

During the second trip to Baku January 29 – February 6, 2005, the consultant delivered the draft manual and further reviewed transaction-processing methods regarding the handling of loan repayments and submitted a recommendation for processing of OPIC loan. Implementation during that time was hampered by the SOA accounting department's backlog of work and the necessity to prepare end of year statements for auditors. The consultant assisted the staff with the end of year processing work, which although necessary, reduced the amount of time available for implementation tasks related to the new system. A new chart of accounts was installed in the general ledger database and balances established based upon existing records and source
agricultural project in Azerbaijan and facilitate the selection of Agro-Yurd to manage this investment by reinforcing Agro-Yurd's project management capability and providing formal evidence of this capability to a potential investor.

The 4-week training allowed the participants to learn how to organize and structure a project by phases, evaluate resources and project risks, measure project performance, set up and carry out information and documentation analysis and reporting procedures, manage communication, conflicts and crises, manage the sequence and duration of project work, and create a resource profile for project work.

All three participants received the Certifications after passing an examination on June 20, 2005.

In his action plan, the Director of Agro Yurd identified the key problems that affect project management in his organization: lack of qualified personnel, lack of computer networking and advanced computer skills and lack of managerial skills and initiative. To change the current situation in his company the participant plans to train available staff and recruit new personnel; formally separate individual services and manage them as business units; upgrade office software and improve the computer skills of each of the managerial team members, and develop a staff motivation system.

The training provider for the program was Azerbaijan Project Management Association (AzPMA). AzPMA organizes trainings in the field of project management. The purposes of the association are to develop professionalism and raise the quality of project governing; to introduce modern project management methods and tools in new economic conditions.

3. US AGRICULTURAL SECTOR STUDY TOUR, Washington, DC, Des Moines, IA, Muscle Shoals, AL, USA, May 9 – 27, 2005

This 3-week study tour entitled US Agricultural Sector Study Tour took place from May 9-27, 2005 and was designed to expose people working in the agricultural sector (including government agencies and institutions, university departments, enterprises and NGOs) to the U.S. agribusiness sector and the state and local level policy environment that supports agribusiness in the United States. During the last week of the study tour, representatives from the two groups were required to resolve a problem through a case study that brought the experience they have gained in focus to address a pressing issue in Azerbaijan’s agriculture sector.

While in the United States the groups:

- acquired knowledge about US agricultural sector;
- increased knowledge on US experience in the agricultural sector regarding how agricultural training institutions complement both government and business, how government and agribusiness support each other, the role of institutions involved in agricultural policy development, the importance of agricultural policy advocacy, the use of technology in agribusiness operations, the importance of standards and quality control in food processing, the importance and the application of fair business practices and incentives to motivate agribusiness as a vehicle for employment and income generation especially in rural communities;
- applied important lessons learned from the U.S. experience to address constraints that face the agriculture sector in Azerbaijan.

The Program consisted of 2 parts:

1. Separate Study Tours were organized for two separate groups.
Group #1 – Public Sector: participants were selected from Agriculture Academy, the Ministry of Agriculture, the Ministry of Economic Development, Milli Mejis, Bilasuvar, Jalalabad, Zagatala, and Yardumli Executive Authorities.

Group #2 – Private Sector: participants were drawn from BEM IXE LLC, Jalalabad Agro Business Company, «Nihal» LLC Fishery, Salyan Bakery Workshop, Azerbaijani Agri-Inputs Dealers Association, Entrepreneur from Ismailly rayon, Agronomist, Xachmaz region filial of “AzPlodEksport” Ltd.

In the Washington, D.C., area, the participants increased their knowledge of institutions at the state, farm, and agribusiness levels and discussed how policy is formulated at the national level. Special features included: 1) exposure to how the U.S. Department of Agriculture serves American farmers, including food safety, market information and forecasting, coordination of the decentralized extension, research, and regulatory roles; and 2) the means and strategies of national trade associations in advocating the interests of agribusiness through coalition building, public information campaigns, and lobbying. The two groups also visited agricultural and marketing institutions and farmers in Maryland. Muscle Shoals Alabama, where IFDC has its headquarters, served as the site for the case study exercise and offered opportunities to learn more about the U.S. tomato, cotton, aquaculture, and poultry industries.

The groups were divided into public and private sectors and some of the activities were split accordingly. Some of the participants were unhappy that their group was not also included in the simultaneous program for the others. The problem was resolved by adjusting the groups according to interest. For example those interested in grains went to the feed and grain association while the others went to the milk producers association.

The visit tours during first two weeks included:

- Iowa State University (ISU) Department of Economics, extension services program, food safety consortium.
- The Agribusiness Association of Iowa.
- State Department of Agriculture and legislative offices.
- Casey's General Stores National Headquarters.
- Iowa Farm Bureau headquarters.
- Food and Agricultural Policy Research Institute.
- General Mills facility near Des Moines.
- Iowa Corn Growers Association.
- Heart of Iowa Co-Operation.
- Iowa State Seed Science Center.
- Egg production operations.
- Economic Research Service of and the Farm Service Agency of USDA.
- Maryland Department of Agriculture regulatory and testing program.
- Maryland Department of Agriculture Office of International Marketing.
- National Cotton Council.
- National Grain and Feed Association.
- The Fertilizer Institute.
- United Fresh Fruit and Vegetable Association.
- International Food Information Council and Foundation.
- The World Bank—Azerbaijan Office.
- USAID (Economic Growth, Agriculture, and Trade [EGAT] and Bureau for Europe and Eurasia [E&E] officers).
- Maryland Wholesale Produce Market.
- A.M. Briggs Company, a food service supplier.
• Maryland and Virginia Milk Producers Cooperative Association
• Home Depot.
• Milk Producers Association.
• Tomato producer and processor.

Each participant learned specific information relevant to his or her work. In addition the group as a whole gained exposure to and appreciation of: what makes the American farmer so productive, food processing techniques and safety, the value of trade associations and how they generate revenue and influence policy, the role of land grant universities in research and extension, agricultural and economic development programs aimed at helping small farmers add value to production and increase their income, public-private partnerships in formulating and implementing agricultural policy, and how the various elements of the agricultural sector work together to create an effective system.

2. Group Case Study Exercise

Both teams gathered for this final week of programming. During that final week the entire group worked together on a case study designed to reflect constraints that are faced by government, universities, agribusiness and business support service operators in Azerbaijan. The purpose was to incorporate what they had observed in the U.S. in an exercise to identify ways to remove present obstacles and introduce improved market conditions. The objective was to design a practical path toward organizational and cost efficient input supply, production, processing, and marketing activities.

Two case studies were planned initially: one for the tomato chain and one for the feed-milling-poultry industry. Since almost all the participants preferred to work on the tomato case study, two groups of 8 participants (4 private sector, 1 public sector) each were formed. The two case studies were merged into one in a final plenary session.

The discussions focused on organizational issues, not on technical details. During the study tour it became obvious to the participants that weak organizational systems constituted the real obstacle for agriculture development in Azerbaijan. Lack of appropriate technology is only a secondary constraint. Missing framework conditions, legislation, regulations, and public-private partnerships do not enable and encourage open market and positive investment conditions.

The Participants developed following list of constraints (which is not claimed to be comprehensive)

1. Missing Market Information (affects all the actors in the chain)
2. Insufficient finance (affects all the actors in the chain)
3. Too much bureaucracy (customs, registration of companies, registration of new seed varieties, phytosanitary certificates, certificate of origin, certificate for radiation, etc)
4. Insufficient agriculture extension/advice/know-how transfer
5. Low output productivity (yield per land unit area)
6. Absence of product price building process, including contracts and their enforcement of contracts, and need to build trust and reliability
7. Lack of organized farmers, product associations, marketing associations, economies of scale -- and no interaction between farmers and the public sector. Presence of commodity monopolization
8. Inadequate agriculture policies and import regulations, and non-transparent decision making processes
9. Insufficient rural infrastructure - gas, water, electricity, communication, etc
10. Lack of marketing facilities (cooling houses, storage, collection points, wholesale markets, etc)
documents. The Internal Control consultant was also present during part of this exercise and assisted SOA accounts staff with fundamental processing issues.

Further modifications were made after the completion of the second trip especially in regard to transaction processing refinement, internal controls, and manual format. Some issues in International Accounting Standards were researched further and appropriate changes made in the manual.

The third and final trip to Baku was made on April 1 – 9, 2005 and an evaluation was performed to assess the level of implementation of the new system. The evaluation was based on a 30-point questionnaire performed jointly by consultant and the SOA Finance Officer. It was found that although the basics of an accrual based double entry system had been put in place, many of the recommendations had not yet been implemented. A discussion was held with the senior external auditor of the firm of Moore Stephens, which had recently completed its audit of the SOA financials, who confirmed many of the observations made by the accounting consultant. As a result, the accounting consultant recommended that SOA retain an auditor or professional accountant for a period of three to six months to assist with the completion of implementation of the recommended system design.

The “Accounts Policy and Procedures Manual” was finalized and produced in hardcopy and CD disk and submitted to SOA Baku by mail and email. The manual is the primary deliverable of the consultancy. It is a comprehensive 201-page document, which defines the operation of the SOA financial accounts system.

Ms. Ann E. Dobbyn, an expert in internal controls, during her visit from January 30, 2005 to February 19, organized the internal accounting of SOA by providing new internal forms and procedures. Upon completion of her stay in Azerbaijan, Ms. Dobbyn put all the innovations in Shore Overseas Azerbaijan into “Field Manual for Accounting and Office Administrator”.

The mission-mandated sole-sourced providers for this program were:

The independent expert in accounting Mr. Warren E. Niles graduated Florida Institute of Technology, has over 20 years of experience working all over the world in the areas of branch banking transaction operations, financial and management accounting system development; management information systems, computer programming in network environment.

The independent expert in internal controls Ms. Ann E. Dobbyn had her MBA degree in Finance /Emphasis on International Business, has experience of working as an accountant, corporate controller, consultant. Since 1998 Ms. Dobbyn has worked as a financial consultant for various project based assignments.

2. PROJECT MANAGEMENT TRAINING AND CERTIFICATION PROGRAM, Baku, Azerbaijan, March 1 – June 20, 2005

The program entitled Project Management Training and Certification Program was conducted for three employees of Agro-Yurd, an Integrated Vegetable Production and Marketing Company for the period of March 1 – June 20, 2005. Both the training and the certification were based on the National Competence Baseline approved by International Project Management Association (IPMA) in May 2002. The main goal of the training conducted by Azerbaijan Project Management Association (AzPMA) was to upgrade the Agro-Yurd team’s project management skills, provide management with the required knowledge and software tools on project management, prepare the company for implementation of a complex agricultural project, and to attract investment into an
During an action planning session the participants designed a plan of various activities to address the above-mentioned problems. The plan included: to improve seed regulation and variety registration; to develop business links between farmers and dealers; to provide market information and access to credit; to allow and develop farmers’ organizations to achieve economies of scale; to disseminate international product standards; to improve market information for fresh and processed products; to develop business relationships between processors, traders and farmers; to provide competition law and other legislations for free market conditions; to develop agriculture extension; to develop and disseminate standards for food safety and security in collaboration with consumer associations; to provide agriculture related legislation compatible with international standards; to increase lobbying and advocacy efforts for better policies and laws; to build marketing facilities and a lot more.

A debriefing meeting was organized for the study tour participants with attendance by USAID representatives, USAID partners working in the agricultural sector and World Learning staff. The participants of the study tour acknowledged that the agricultural sector in Azerbaijan faces numerous challenges, including: the absence of a clear agricultural policy, the need for improved agriculture-related legislation, weak infrastructure, lack of public-private partnerships, the need for updated regulations regarding control of food safety and food quality, and other areas. This program gave them new knowledge and ideas on how to address these important issues. During the meeting consideration was given to possible further areas of cooperation between USAID, its partners and Azerbaijani public and private institutions working in the agricultural field.

Based on the competitive bid results An International Center for Soil Fertility and Agricultural Development (IFDC) was chosen as the training provider for the program. IFDC is a public, nonprofit, international organization, which was founded in 1974 to assist in the quest for global food security. The Center’s goal is to increase agricultural productivity in a sustainable manner through the development and transfer of effective, environmentally sound plant nutrient technology and agricultural marketing expertise.
4. 8th ANNUAL CONFERENCE OF MICROFINANCE INSTITUTIONS, Bucharest, Romania, May 26 – 28, 2005

One representative from each of the following organizations: CredAgro, ACDI/VOCA, National Bank, Ministry of Taxes and Milli Mejlis, attended the 8th Annual Conference of Microfinance Institutions that took place in Bucharest between May 26 - 28, 2005. The Conference, organized under the patronage of Romanian President, hosted approximately 450 specialists in microfinance, representatives of the microfinance organizations, of the governmental departments that regulate the economic activities of small and medium-sized enterprises, bankers and investors in the microfinance industry, mainly from Central and Eastern Europe, Central Asia and the Caucasus region, as well as the European Union, United States of America and Latin America.

The United Nations has declared the year 2005 as the Year of Microcredit to acknowledge the importance of microfinance in providing access to financial services for low-income people. This year’s theme included both the constraints to full participation in the financial sector and the way microfinance practitioners can respond to the wide variety of financial needs of low-income people through product innovation and diversification.

The conference was set up with a large number of concurrent sessions. The following sessions were covered:

- Changing Role of Donors in Supporting Microfinance
- Prospects of Micro-Insurance in Georgia
- The Role of Government in Supporting Microfinance
- A Framework for Reporting, Analysis, and Monitoring of Financial Performance of MFIs
- Creation of an Adequate Supervisory Mechanism for Credit Unions
- Beyond the Subsidies: Successful Microfinance Institutional Models

As per the action plan of one of the participants, a representative of CredAgro, he intends to share his experience from the conference to educate his counterparts. The participant acknowledges that it would be very helpful for his organization to educate the board members, CredAgro employees, AMFA, and other donor or potential investors that support CredAgro of changes and new trends in Microfinance sector.

The 8th edition of the regional Microfinance Conference was organized by Microfinance Center for Central and Eastern Europe and New Independent States in partnership with Microfinance Coalition Romania, as part of the activities organized under the USAID-funded Enterprise Development and Strengthening Program (EDS).

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 microfinance 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.

5. 18th INTERNATIONAL TRAINING PROGRAM ON UTILITY REGULATION AND STRATEGY, Gainesville, FL, USA, June 6 – 17, 2005
One representative of the Ministry of Communication and Information Technologies and one representative of Ministry of Economic Development attended the 18th International Training Program on Utility Regulation and Strategy in Gainesville, Fl., USA from June 6 – 17, 2005.

This course was designed to enhance the economic, financial, and strategic skills of a select group of senior utility regulators and regulatory strategists from around the world. Seventy utility regulators were in attendance. Approximately fifteen mid-to senior level staff from regulatory strategy groups and private infrastructure companies also participated in the course, providing additional insights on the implementation of different types of incentive regulation.

The Training Program involved ten full days of lectures, sector-specific sessions, case studies, practical exercises, and panel discussions with leading utility experts. This training was a combination of three to four plenary presentations and one to two breakout sessions for case studies and sector-specific applications. Short breaks during sessions as well as meal times provided opportunity for participants to share expertise and experience with one another throughout the course. The course features approximately fifty different teaching modules. Topics were presented in a manner that emphasizes their interrelationships. Lessons were drawn from cross-sectoral comparisons and national experiences.

Each of the participants received useful and specific information relevant to his work. Through the action planning the participants identified the key changes to be conducted to improve the existing situation in the area of public utilities including the development of legislation on utility regulation, implementation of policies that involve the private sector in infrastructure projects, the setting of new policies for establishing free and competitive service market, and instituting an independent regulator which should be established within a short period of time.

The program provider was Public Utility Research Center at the University of Florida and the World Bank. The Public Utility Research Center (PURC), at the University of Florida Warrington College of Business, provides international training and strategic research in public utility regulation, market rules, and infrastructure management in the energy, telecommunications, and water industries. Its outreach activities support the expanded deployment and efficient delivery of telecommunications, energy, energy and water/wastewater services, including the achievement of environmental objectives. Initiatives are based on four principles: expertise, respect, integrity, and effectiveness. To date, the PURC/World Bank International Training Program in Utility Regulation and Strategy has trained 1,384 participants from 125 nations.

S.O. 1.3 Active Programs


World Learning currently organizes the public awareness campaign entitled, Public Education for Businesses on Notary Services in Baku and the regions (Ganja, Shaki and Lenkoran) for the period of November 2004 – January 2006 to address the lack of knowledge surrounding the protection that notary services provide to business entities and citizenry alike which results in obstacles to the development of civil society and the development of ownership/entrepreneurship.

The Department of Notaries and Civil Acts Registration of The Ministry of Justice of the Republic of Azerbaijan requested this program which is raising the 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 civil rights by utilizing legal services of Notarial institutions. The public awareness campaign includes four components:
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) and the Production and Placement of Posters in Billboards.

2. INTELLECTUAL PROPERTY LAW SCHOOL AND INTELLECTUAL PROPERTY SEMINAR, Macau, China, June 20 – July 1, 2005

Intellectual Property Law School and Intellectual Property Seminar is conducted in Macau, China for the period from June 20 to July 1, 2005 and is attended by a lawyer of “Omnis Consultants” law firm.

The Intellectual Property Law School aims to provide updated and practical knowledge on fundamental IP issues both to Government officers and private lawyers. A particular emphasis will be given to practical learning, with several mock-trials taking place during the course. As well, IEEM will hold the 6th seminar on Intellectual Property and Free Trade Agreement: Multilateralism versus Bilateralism”. Discussion topics cover TRIPS and Free Trade Agreement, WTO ad TRIPS, MFN Treatment and IP, Geographical Indication and Free Trade Agreements, Free Movement and IP in Greater China, International Antitrust and IP, and mock trial on “Case on Bilateral Exhaustion of Trademarks and the WTO”.

The objective of the event to promote the capacity building of lawyers specializing in intellectual property law. The initiative of Institute of European Studies of Macau is expected to be an outstanding chance to be trained and to establish new helpful contacts.

The training is non-compete to The Institute of European Studies of Macau. The Institute of European Studies of Macau was set up on the 23rd October 1995, and started its activities on the 6th February 1996. It is part of the Government strategy, which aims at promoting the Internationalization of Macau and the training of senior staff, having in view the liaison with Europe. IESM establishment was subsequent to the existent co-operation with the European Union achieved through the global agreement (third generation) with Macau, in 1992 and through the set up of European Documentation Center and the Euro-info Center.

3. MISSION ENVIRONMENTAL TRAINING, Baku, Azerbaijan, June 29 – July 1, 2005

This 3-day conference entitled “Mission Environmental Training” conference scheduled to be conducted from June 29 to July 1, 2005 is organized for representatives of USAID partners (AIHA, IRC, MCI, IMC, Engender Health, Save the Children, World Vision, ADRA, PA Consulting, Pragma) and USAID representatives. The conference consists of one day in the classroom, the second day in the field and, the third day as the concluding session. The goal of the training course is to provide an overview of 22 CFR 216, USAID environmental procedures, environmental impacts and mitigation & monitoring of small-scale infrastructure and related projects.

In particular, the training course aims at accomplishing the following objectives:

- Discuss USAID environmental procedures;
- Analyze the environmental impacts mitigation and Monitoring;
- Discuss Best management practices and standard conditions of small-scale infrastructure and related projects.
1. Trainings for businessmen and women throughout Azerbaijan.

The trainings informed the participants of the types of business-related legal documents that can be professionally developed through notary consultation services. These documents include: contracts on sale of shares, credit agreements, sale and purchase of property, land related transactions, equipment leasing, and other.

Two trainings in four (out of 5) different locations were conducted: in Baku on April 8, 2005 and June 7, 2005; in Masalli on April 29 - 30, 2005; in Shaki on May 20 - 21, 2005; in Ganja on June 10 - 11, 2005. The last trainings will be conducted in Guba on July 15 - 16, 2005.

2. Producing Weekly one-page Newspaper Inserts

A one-page newspaper insert will be prepared each week. The insert will contain articles on practice of using notaries, as well as information to educate people on the preparation of documents that will be taught in trainings. The newspaper insert will be published during a 6-month period in two newspapers - «525-ci Gazeta» for Azerbaijani readers and «Zerkalo» for Russian readers.

The Ministry of Justice provided World Learning with topics of articles, which will be published. They included Mortgage (Hypothee) and Its Notarial Legalization, Notarial Certification of Bail and Deposit Contracts as Fulfillment of Obligations, Payment of State Dues for Performance of Notarial Acts, Notarial Certification of Agreements on Amortization of Securities, Stages of Notarial Execution, Emergence of Property Right on Immovables, Agreements and General Conditions of Their Certification, Amortization and Usage of Immovable Property, Rent Agreement, Notarial Certification of Property Burdening by Means of Hypothec, Purchase and Sale Agreements of Enterprise and other. USAID approved these topics. Ministry of Justice experts drafted the first 8 articles, however they were not approved by USAID, as they were not written for a broad general audience. Therefore it was agreed that the articles will be rewritten by a professional journalist so they are targeted to the broad audience that they were intended for.

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

Two PSAs will be produced and run on two TV National stations over a 3-month period. They will serve to educate people about:

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

The scenarios for both PSAs have been written out, translated and sent for USAID's review. USAID has requested to change slightly the first scenario and to rewrite the second one.

4. Billboards

Two billboards were designed and placed in five strategic places throughout Baku since April 2005. These target business people traveling inside Baku city often and this public education methodology will promote wider business audience to be covered by this public awareness campaign. The billboards are placed in strategic business districts of the city for duration of 6 months.

As a result of a competitive bidding process, the 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
The Mission Environmental Training is organized by USAID/Caucasus Mission in partnership with USAID's Bureau for Europe & Eurasia (E&E). The course will be delivered by Mohammad A. Latif, P.E., R.E.A. Europe & Eurasia (E&E) Regional Environmental Officer (REO).

4. CAPACITY BUILDING TRAININGS FOR MFIs, Azerbaijan, June 14, 2005 – September 15, 2005

Capacity Building for Micro Finance Institutions consists of five separate trainings and is conducted for local Micro Finance Institutions (MFIs) for the period of June 14, 2005 – September 15, 2005. The program:

- will help local microfinance institutions (MFIs) managers evaluate their needs and staff skills, knowledge and abilities and design an appropriate development plan.
- give the local MFIs' internal control staff (auditors, monitors and accounting staff) the skills and tools to successfully audit large numbers of loans as well as the associated accounting transactions.
- give loan officers the skills necessary to evaluate requests for long term financing up to five years.
- enable staff members from each MFI to be able to conduct surveys of customers as well as focus groups to better understand their customer's needs as well as opinions of their services.
- enable local MFI program managers and financial/admin managers to use Microfin tool as a management tool to project the growth with quality.

This Capacity Building for Micro Finance Institutions training includes five separate trainings on:

1. Human Resource Management for MFIs (4 days) was conducted from June 14 to June 17, 2005

This course was intended to help develop a capable team of employees in order to maximize the effectiveness of microfinance organization. The learning objectives of the overall course were to:

* Recognize and appreciate the importance of effective human resource management for microfinance operations
* Understand the key functions of the human resource management
* Become familiar with systems and structures that support effective human resource management
* Review systems and tools used in human resource management

The particular sessions of the course concentrated on management and leadership, the key steps in an effective recruitment and selection process, the critical steps of a staff performance management process, training and staff development plans.

2. Business Planning and Financial Modeling for MFIs (5 days) was conducted from June 20 to June 24, 2005

The workshop was based on the recently published CGAP Handbook, Business Planning and Financial Modeling for Microfinance Institutions. The course was structured to be highly participatory, with participants applying the business-planning framework to a detailed case study throughout the training, including extensive computer-based exercises using the Microfin mode.

The course gave participants the tools to define the steps in a strategic plan, based on a market approach, and apply that plan in their MFI, outline a market research approach to determine who and where the clients are, analyze the environment and determine the opportunities and threats it provides, assess their own institution, identifying strengths and weaknesses, create a strategy and
build an operational plan based on that strategy, design financial products and delivery systems that support the strategy and are achievable, given the environment and the MFI's capacity, generate a financial strategy using Microfin that demonstrates an understanding of how to project income and expenses, as well as financial sources and flows.

3. Introduction to Impact Assessment and Market Research (4 days) will be conducted from July 19 – 22, 2005

The training course focuses on different approaches to client assessment and provides their cost-benefit analysis. The course follows the client assessment scheme and is carried out in a form of a case study. This gives the participants opportunity to go through the whole client assessment process, learn from the experience of the case study institution "IDEA" and then replicate the process in their MFIs. The training uses participatory techniques and adult learning methodology, which makes it more effective and fun at the same time.

During the training course the following topics will be covered: introduction to impact assessment and market research, approaches to client assessment, impact assessment tools, market research tools, client assessment application, client assessment tools selection, focus group discussion - process and techniques, focus group discussion - simulation, client assessment result analysis, change management, development of work plans.

4. Operational Risk Management in Microfinance Institutions (3 days) will be conducted from July 25 – 27, 2005

Operational Risk Management is the latest addition to CGAP's (the Consultative Group to Assist the Poorest) Skills for Microfinance Managers curriculum. The goal of the course is to improve the quality of risk management in Microfinance Institutions and to focus on problem prevention and early problem identification and control.

This course provides guidelines for establishing operational activities that assist the MFI in identifying vulnerabilities, designing and implementing controls and monitoring the effectiveness of controls. During the course the following topics will be covered: Risk management definition as it applies specifically to microfinance, identification of risk areas for MFIs, development of internal controls, role of information systems in ORM, internal audit, external audit.

5. Training for Loan Officers (4 days) will be conducted in September 12 – 15, 2005.

This four-day training course is specially designed for representatives of CredAgro. This is a generic course suitable for both individual and group lending methodologies which places an emphasis on understanding the client, her/his financial needs and business cycles, streamlined procedures and detailed loan analysis for delinquency prevention.

It is recommended that significant amount of the fieldwork be incorporated into the schedule. The following topics will be covered during the course: goals and objectives of Microcredit, principles behind successful Microfinance service delivery, understanding of the Loan Product (characteristics of microloans - amount, term, interest rate, repayment schedule, guarantee), business cycles and microbusinesses (differences between trade, service and production businesses), steps in the lending process (why policies and procedures are important to Loan Officers), financial analysis of the micro business.

Training provider is Micro Finance Center of Central and Eastern Europe / Newly Independent States (MFC). MFC was launched in Warsaw and began its operations on
September 1, 1997. It serves as a network of 86 microfinance 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 microenterprises and self-employment.

Logistics arrangement provider is Azerbaijan Micro Finance Association (AMFA). AMFA has been established in Azerbaijan in December 19, 2001 with the purpose to strengthen the capacity of micro-finance institutions and support sustainable and equitable economic growth in Azerbaijan. Currently AMFA unites the following organizations: ADRA Credit, FINCA Azerbaijan, Mercy Corps Azerbaijan, Norwegian Credit, Viator (NHE), Azer Star Microfinance (Save the Children), Finance for Development (Oxfam GB), AzerCredit (World Vision), CredAgro (ACDI/Voca), Nakhchivan Microfinance (IOM), Caucasian Credit (DRC), German-Azerbaijani Fund, Shore Bank Overseas and Micro Finance Bank of Azerbaijan.

S.O. 1.3 Planned Programs for Next Quarter

1. BUILDING FINANCIAL SYSTEMS FOR THE POOR, Almaty, Kazakhstan, July 11 – 15, 2005

The program entitled Building Financial Systems for the Poor to be held in Almaty, Kazakhstan is scheduled for July 11 – 15, 2005. One representative from The Apparatus of Cabinet of Ministers of the Azerbaijan Republic and one representative of the Ministry of Economic Development of the Republic of Azerbaijan will attend this conference. The program focuses on the role of donors in supporting financial systems that work for the majority. Participants will learn about current trends in microfinance based on international experience. They will identify the role, objectives and strategies of donors and other players and develop techniques to analyze and monitor microfinance investments.

The course is designed to provide an intensive learning opportunity to explore a variety of topics with colleagues and experts from around the world, to explain the importance of financial services for poor people, to formulate a vision for large-scale access to financial services, to clarify the role and comparative advantage of donor agencies in building financial services for the poor, to apply appraisal techniques and performance-based tools to support pro-poor financial institutions, to promote an enabling environment and transparency with donor support and to determine specific donor strategies and action plans.

The program providers are The Consultative Group to Assist the Poor (CGAP) and The United Nations Capital Development Fund (UNCDF). CGAP is a consortium of 28 public and private development agencies working together to expand access to financial services for the poor in developing countries. CGAP was created by these aid agencies and industry leaders to help create permanent financial services for the poor on a large scale. CGAP serves four groups of clients: development agencies, financial institutions including microfinance institutions (MFIs), government policymakers and regulators, and other service providers, such as auditors and rating agencies.

The United Nations Capital Development Fund (UNCDF) which was established in 1966 as a special purpose fund primarily for small-scale investment in the poorest countries, the United Nations Capital Development Fund (UNCDF) has come in recent years through intense, necessary and far-reaching changes. Today, UNCDF works to help eradicate poverty through local development programs and microfinance operations.

2. SENIOR MANAGEMENT IN GOVERNMENT, Cambridge, MA, USA, July 31 – August 19, 2005
The Senior Managers in Government program, that will be conducted in Cambridge, MA, USA between July 31 and August 19, 2005, will be attended by Head of the Dept. of International Relations and Cooperation with Non-Governmental Institutions at the Ministry of Communications and Information Technologies. The program is a unique opportunity to gain perspectives on public policy and management, to strengthen leadership skills, to gain new insights in managerial practice, and to learn and work with other Senior Executive Service (SES)-level executives from many executive and legislative departments.

The core of the teaching in this program is the case method. Each case describes an actual situation in public management and serves as a stimulus for participants to think through possible approaches and solutions to real-world problems. Participants will reflect upon their professional experiences and will work daily in small groups, where each participant will develop and present to the group a personal case based on an unresolved management problem faced at work.

The program is non-compete to John F. Kennedy School of Government at Harvard University. The John F. Kennedy School of Government is dedicated to preparing leaders in democratic societies for service in public affairs and to contributing to the solution of important public problems through research and public policy conferences. The Kennedy School offers an array of teaching programs, including two-year and mid-career master's degree programs, as well as executive education programs designed to meet the needs of appointed, career, and elected officials in government. Executive programs also serve those in the private and NGO sector who work at the interface of public/private sector concerns. Many participants from the United States and around the world enroll in executive programs each year.

3. SUSTAINABLE MANAGEMENT OF ASSOCIATIONS, USA, August – September, 2005

The purpose of Sustainable Management of Associations that is planned to be conducted in USA in August – September 2005 is to improve knowledge and skills on sustainable association management and to provide a straight forward stimulus and incentive that will allow Azerbaijani Agri-inputs Dealers Association (AAIDA) to develop a more realistic vision about their role to play in the agriculture sector.

It is suggested that this two-week program be conducted in two locations in order to provide the maximum exposure to the participants of different types of associations (i.e.: an association of potato growers in Iowa and then association of wheat growers in Montana) in order for participants to compare different agribusiness association experiences. During the first week participants will learn about the work of one agribusiness association, and the second week will be devoted to learning the work of another agribusiness association.

The training provider will be identified on a competitive basis. RFP has already been announced; the deadline for submission of proposals was June 27, 2005. Two proposals have been received. WL staff is in the process of selecting the provider.

4. STUDY TOUR FOR AZERBAIJAN BUSINESS CASE COMPETITION WINNERS III, Chicago, IL, USA, August 8 – 26, 2005

In the fall of 2004 the 3rd Annual Azerbaijan Business Case Study Competition was organized among master's degree students from various universities in Azerbaijan and was conducted by Azerbaijan Agribusiness Center / MBA Enterprise Corps with organizational support from World Learning. 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 20, 2004 the winning team was identified and awarded participation in a study tour to the US in the summer of 2005. The four members of the Business Case Study Competition winning team are master's degree students from Azerbaijan State Economic University.

According to the participants' individual needs, WL, with the assistance of its subcontractor IIE, identified the following three Executive Education programs at the University of Chicago, Graduate School of Business:

1. **Strategic Marketing Management** on August 8 – 12, 2005

   This intense five-day program will help participants to develop the necessary competitive advantage to excel in today's business environment.

   The course will cover topics on: the strategic marketing planning process, industry and competitive analysis, strategy implementation, analytical approaches to data-driven marketing, strategies for high tech markets, summary and conclusion: setting direction.

2. **Financial Analysis for Non-Financial Managers** on August 15 – 19, 2005

   The purpose of this 5-day course is to help nonfinancial managers interpret data from financial reports, including balance sheets, income statements, budgets, and divisional performance reports and make better business decisions based upon this information. The program will teach the analysis of historical performance of financial reports and forecasting financial performance. Participants will be better able to communicate the financial goals and performances of their departments to outside sources. They will improve their understanding and be able to use financial language to communicate with others, including financial managers in their organizations.

   The course will cover topics on: analyzing historical performance, forecasting financial performance, overview of firms' internal information systems, activity-based costing and activity-based management systems, using cost information to understand profitability and corporate strategy, planning, control, and evaluation systems.

3. **Portfolio Management** on August 22 – 26, 2005

   The program will expose investment professionals both to fundamental concepts in portfolio management and to cutting-edge research - including new research in behavioral finance. Starting with the building blocks of risk and return, the seminar discusses building quantitative strategies, assessing and controlling investment risk, implementing strategies, and minimizing trading costs. Participants will also tackle a case study designed around the use of portfolio software for asset management. The case study will illustrate the various methodologies presented during the program, including the use of factor models for asset management.

   The course will cover topics on: risk, return and their measurement, portfolio theory, case study on asset management, CAMP, factor models and the arbitrage pricing theory, empirical evidence on the CAMP and factor models; event studies, market anomalies and behavioral finance, performance evaluation, value, size, and trading costs, the limits of arbitrage, short sale constraints, and internet mania.

The program was non-competitive to University of Chicago Graduate School of Business. The University of Chicago GSB founded in 1898 is one of the world's largest and oldest business
schools. It offers full-time and part-time MBA programs in addition to a Ph.D. program, open enrollment executive education, and custom corporate education. The school currently has campuses in Chicago, London, and Singapore. Six current or former faculty members have won the Nobel Prize in Economics. According to newspapers' review the GSB tied for fifth in a new ranking of non-degree executive education programs.

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

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

1. **MEDIA'S IMPROVED ACCESS TO GOVERNMENT REPRESENTATIVES AT THE CENTRAL AND LOCAL LEVEL WITHIN THE PRESIDENTIAL REGIONAL DEVELOPMENT, Azerbaijan, November 15, 2004 – April 29, 2005**

The one-day seminar entitled “Media's Improved Access to Government Representatives at the Central and Local Level within the Presidential Regional Development” was organized in nine cities: Baku, Guba, Shaki, Ali-Bayramli, Masalli, Ganja, Goychay, Mingachevir and Nakhchivan. Experts (government officials) from Baku were brought to the regions and at the local level participants were representatives of all government bodies and media representatives from Baku and the regions.

The main goal of the training was to establish dialogue between the various players, and to exemplify how issues can be resolved locally, discuss topics of common concern etc. The objectives were to improve media's access to the government representatives at the central and local level within the presidential regional development initiative; to create environment where press officers and journalists can meet each other and discuss each other's roles, responsibilities, freedom of information act and other applicable legislation; to improve the knowledge of government officials, regarding the priorities, needs and solutions associated with regional development as suggested by the provincial citizenry; and to establish communication between government representatives and the general citizenry.

Chief of sector Social-Political Department President Office of Azerbaijan Republic, Mr. Tahir Suleymanov, took an active part in implementation of the project from the very beginning until the end. His contribution was great in attracting participants, specifically in relation with local ExComs. He also invited Mr. Arastun Mehdiyev, Presidential Apparatus, who attended the Ali Bayramli session, Mr. Rasim Rzayev, Presidential Apparatus, who attended the Mingachevir session and Elman Pashayev, Social-Political Department President Office of Azerbaijan Republic, who attended the Goychay session. Chief of Social-Political Department of President Office of Azerbaijan Republic, Mr. Ali Hasanov, also participated in the Baku and Nakhchivan regional seminars.

Throughout the program it was obvious that a huge gap exists between the government and the media in general and between local and central media more specifically. It is reasonable that the current situation of government-media interrelations cannot be changed at once and it requires consistent cooperation between these two parties. During the sessions a plan of activities was developed to improve today’s conditions: to implement similar sessions in regions on a consistent basis; state employees and journalists should share knowledge and distribute materials received during this project to their counterparts, a PR specialist should be hired to lead a newly-designed department of public relations within Regional Executive Authorities, regional executive authorities should help in organizing press conferences and cooperate with professional journalists, representatives of state bodies should meet with those journalists who possess yellow cards issued...
by the Media Council, a State Program on "Support to Mass Media in Regions" should be drafted and implemented, and there should be only one official state newspaper, others should be privatized.

Through a sole-source procurement, USAID selected local NGO Azerbaijan International Press Club as a training provider for the program. International Press Club is a non-profit organization that has a tremendous local experience working in depth with local and international journalists and media experts. IPC's purpose is to help the media meet tomorrow's challenges today, to promote peaceful international co-operation, to support democratic social development, to work for the international co-operation and people-to-people oriented interaction.

As a direct result of the program, a conference entitled “Organization of Press Service of Ministries and State Committees” was organized and held at the President’s Academy of Public Administration on May 11, 2005. It was chaired by the head of the Presidential Apparatus, Ramiz Mehdiyev, with participation of Ali Hasanov, the head of the Social-political department of the Presidential Apparatus, Azer Qasimov, the head of the president’s press service, Aflatun Amashov, the head of the Press Council, Rauf Arifoglu, “Yeni Musavat” chief editor, heads of press and public relations services of the central executive authorities (Ministries and State Committees), also the heads of press service departments of eleven districts of Baku. In an unprecedented speech, Ramiz Mehdiyev focused on the problems that were identified at the seminars, and provided suggestions and general instructions to improve the situation and eliminate the existing problems facing the Mass Media and Government relations.

2. INTERNATIONAL JESSUP MOOT COURT COMPETITION, Washington, DC, USA, March 27 – April 2, 2005

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. In 2004, over 95 teams representing their countries and universities participated in the final round. The Jessup “problem” is drafted to present discrete, manageable issues for discussion by students of international law. Recent topics have included human rights, riparian rights, extradition, the status of sub-federal units in international law, computers and the right of privacy, and economic sanctions.

This year a team of two students of Baku State University and three students of Khazar University participated in the final round of International Jessup Moot Court Competition that took place in Washington, DC, USA on March 27 – April 2, 2005 to improve their oral and written advocacy skills. The team took the 62nd place.

At the debriefing meeting all the participants agreed that Jessup Moot Court Competition is not advertised enough in Azerbaijan and that the competition concurs with the winter examinations, therefore causing low participation. They also mentioned that the Azeri universities does not have case studies in their educational programs thus making Azeri team look weaker at the final competition. In addition the participants noted that there are poor resources in Azerbaijan in legal books especially in English.
In their Action plans the participants expressed their readiness to assist future Jessup Moot Court Competition participants in sharing with them the knowledge and experience gained at the previous competition.

The training provider is 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.

3. CIVIC EDUCATION SCHOOL-BASED ACTIVITIES STUDY TOUR, Zlin, Czech Republic, May 3 – 6, 2005

Seven teachers from the schools of Ganja, Mingachevir, Barda, Ismayilli, Masalli, Sumgait and Baku, one representative of the Ministry of Education, one Head of Educational Department in Sumgait, and IFES’s Project Coordinator participated in the Civic Education School-Based Activities Study Tour organized in Zlin, Czech Republic conducted on May 3 – 6, 2005.

IFES has promoted democracy and civic participation in Azerbaijan for more than seven years. Its broad focus includes election assistance, local governance, and civic and voter education. The Student Action Committee (SAC) pilot program began to cooperate with 30 secondary schools in September 2004. IFES works with these schools to train volunteer teachers as mentors for potential SACs. This support is provided through a network of local trainers based in IFES Regional Information Centers in Baku, Sumgait, Masalli, Ismayilli, Barda, Mingachevir and Ganja.

The purpose of the program was to provide more in-depth experience to Student Action Committee (SAC) Mentors in order to begin the process of training more teachers in the SAC methodology, thereby improving the sustainability of the programming and to expand teachers’ awareness of interactive teaching methodology, civic education subject-matter, and familiarize teachers and officials with the process of education reform in a post-communist European setting.

The training sessions consisted of introducing and demonstrating the methodology and content of Junior Achievement’s civic education programs. Junior Achievement also involved participants in open lessons at partner schools, and introduced them to teachers, principals, and staff from the Department for Continuing Education, and regional educational officials.

JA training sessions provided a more in-depth experience for SAC mentors because they were presented with a program already well established in a system of education. They were introduced to a far more comprehensive effort at education reform than exists in Azerbaijan. They could see extensive involvement and cooperation between JA Program officials, teachers, principals, teaching-institute staff and regional education staff. This showed a broader and detailed picture of the scope and reach of international assistance in developing courses and methodologies.

The study tour also provided the participants with an opportunity to visit and observe two JA classes, and take part in a short teacher-training workshop as provided to JA teachers. These experiences introduced participants to more hands-on techniques that involved different sorts of games and self-assessments previously not included in IFLS’ modules but highly relevant. There were also several exercises on marketing, and forming enterprises, which could be easily replicable in Azerbaijani classrooms and are not yet covered by existing training material.
Overall World Learning received very positive feedback from all participants on the content of the workshops. All of them agreed that the training program was very useful for them, was directly relevant to their work and that they will be able to apply what they have learned in their work. Participants identified specific useful information from the workshops including the information on the Czech education system, the training samples on economics, the games on inflation and book publication. Four of them mentioned the visit to the Technical School in Ostrava as the most useful activity of the Tour. They found the open lessons very interesting especially the Applied Economics class, as well as conversations with students and school staff.

It is expected that the teachers will create a small cadre of trainers to ensure the program’s sustainability. For the administrators, it is expected that there will be a greater understanding of the overall concept that will enable them to become advocates for the programming, again promoting the program’s sustainability.

The program is non-compete to Junior Achievement Young Enterprise Europe. JA-YE organizations teach enterprise, entrepreneurship, and “economic literacy”, focusing on the role of business in the economy and the relevance of education in the workplace.

4. ELECTION PROGRAMS IMPACT ASSESSMENT, Baku and regions, Azerbaijan, May 5 – June 9, 2005

The goal of Election Programs Impact Assessment, conducted from May 5 to June 9, 2005, was to assess the impact of assistance provided by USAID Democracy and Governance Partner activities as well as other international organizations that supported the development of free and fair elections in Azerbaijan during the 2003 Presidential elections and the 2004 Municipal elections, including but not limited to: political parties, independent candidates, media (newspapers and television), NGOs communities and government bodies (i.e., Central Election Commission) in Baku with Absheron Peninsula, Sumgait, Guba, Ganja and Lenkoran. This approach allowed USAID to have a comprehensive assessment that took into consideration the view points of many different parties in terms of perceived impact, successes, failures and future recommendations.

The program intended to:

* Analyze the problem situation in the country.
* Identify and specify the set of criteria for the analysis.
* Identify all local and international partners that, with USAID funding, were involved in providing assistance to support democratic elections during the 2003 presidential and 2004 municipal elections. A starting point is to meet with each of USAID Partner; namely, ABA CEELI, CRS, IFES, Internex, IRI, NDI and World Learning.
* To meet with Presidential Apparatus representatives immediately following the meetings with the respective USAID Partners in order transparently inform the central government of this impact assessment and to garner their support of it. This will ensure that any resistance met in the regions by Excoms can be addressed by the Presidential Apparatus.
* To meet with all of USAID Partner organizations (listed above) and identify and specify the key activities of each organization including identifying the problem that each activity was addressing and what the expected outcomes would be of each activity.
* Identify all local counterparts and recipients of all USAID-funded assistance and to meet with them to determine their views on USAID programming impact. Provide a thorough analysis on a program activity basis that identify whether or not the problems which were identified were addressed successfully or not from two perspectives, that of the USAID partner organizations as well as their respective local counterparts/partners/trainees.
To meet with USG and other donor organizations (OSCE, Council of Europe, British Embassy and etc) to identify and specify the key activities of each organization including identifying the problem that each activity was addressing and what the expected outcomes would be of each activity. To develop a matrix that outlines all of the activities of all USG and other donor agencies.

To conduct Election Progress Impact Assessment USAID approved the sole source procurement of the independent consultant Mr. Robert Leonard, who has extensive experience in conducting assessments. Mr. Leonard has been working in Azerbaijan since October 2002 and has carried out reviews/evaluations/assessments, mostly in the area of community development, for National Community Development Conference, World Bank funded projects, GTZ, Baku-Tbilisi-Ceyhan Pipeline Community Investment Program, and the Norwegian Refugee Council/UNHCR.

Mr. Leonard used a wide array of information gathering activities to identify key programmatic Partner activities as they relate to elections, beneficiaries, counterparts, etc. in order to analyze actual performance of Partners in meeting those goals. Information gathering activities included one-on-one interviews, focus groups, surveys, questionnaires and/or organizational mapping sessions.

As a result of the Impact Assessment USAID and World Learning received a written report detailing the findings of Mr. Leonard, along with his recommendations for performance and policy solutions.

According to Mr. Leonard's report the USAID partners covered virtually all of the key areas of election reform. This included training and advising all of the official election groups such as the CEC, ConEC, PEC, Poll Observers and Exit Poll workers. The partners worked with, offered and conducted trainings and advised NGOs, young activists, youth and women and most of the political parties including ruling and opposition. It reached groups such as the disabled and IDPs. TV commentators and journalist said many of them were upgraded to international standards, and that Internews not only had provided a resource base for skill upgrading and a place to share experiences, but also a safe haven from government interference. The consultant asked all groups to rate the trainings and interventions by USAID partners from 1 to 4: 1 meaning poor, 2 meaning OK, 3 meaning good and finally 4 as excellent. The overwhelming majority gave a rating of 4. Some said it was beyond 4.

Mr. Leonard was impressed by the overwhelming high rating that all of the USAID players received. There was little if any overlapping of projects and programs, and each program filled a crucial need in the election reform process. In this type of program, it is difficult to quantify results, but it is clear that the program has changed the attitudes of many people, especially the young. Political parties, according to them, have more savvy and are better organized and will use proven campaign techniques, while media and journalist have gained much from trainings and trips abroad. Government officials are more aware of democratic processes and much better trained in how to run elections.

The consultant felt during the first part of the assessment that all efforts were simply chipping away at a brick wall, that government was simply playing games and there was little that anyone could do to change the system. As the assessment progressed, it became evident that new dynamics are happening in government - that there is indeed not one player, but several vying for power. Whether the new president is truly committed to reform is still being discussed and is perhaps not the main issue. Rather, the issue is that by all appearances the system is breaking down to some extent by the apparent in-fighting that is going on among the "oligarchs," and that indeed their will be some real changes in the parliament and elections and more changes after the election. This is
clearly an opportunity to move forward with new and expanded programs. At the same time it is hoped that USAID will take the long view – five to ten years and beyond and continue to educate the potential voters, particularly the young.

By the end of the assessment, the consultant came up with the following recommendations: to make a concerted effort to cover all the TV stations with 30 second spots about how to register, fill out a ballot, notice key elements in the code, know their rights, what to watch for in fraudulent practices, etc, to expand and promote more TV discussion groups (that would include candidates, political analysis, commentators, etc), panel discussions and contests around elections, to expand territorially trainings of exit polling and poll observers, to continue to focus on and expand youth groups, and to train, support and give grants to NGOs.


One representative of Save the Children and a vice president of Azerbaijan Women and Development Center attended the conference entitled “Forum of Sustainability of Civil Society Organizations in CEE, the CIS, the Balkans and Turkey” conducted in Bratislava, Slovakia from June 9 to June 11, 2005. This conference was organized by the World Bank’s NGO Working Group, in collaboration with a number of other donors, including USAID.

The aim was to establish a common understanding of the concept of "sustainability," discuss skills needed to attain sustainability, and share some best practices from the E&E region. In addition, this was an opportunity for networking and partnership building among participants from over 22 countries in the E&E region and donors from the transatlantic community.

The event served three overarching objectives:

- To build understanding and exchange experiences among Civil Society Organization (CSO) leaders, governments, foundations and intergovernmental agencies in regard to the functioning, role and sustainability of the CSO sector in the Region,
- To promote partnerships among the above-mentioned development actors and enhance regional cooperation between the new EU member states and other countries of the Region, and,
- To strengthen networking and promote debate on specific themes within the CSO community in the countries that have recently joined the European Union and those aspiring to join the Union in the future.

Overall the participants were satisfied with the conference's content and organization. The most helpful parts were discussions in working group panels and learning experience of other countries CSOs regarding civil society development.

The training provider was non-competed to the Europe and Central Asia (ECA) NGO Working Group and the Pontis Foundation.

The ECA NGO Working Group on the World Bank is a representative body of a broad coalition of NGOs which seeks to catalyze NGO efforts to influence and monitor WB operations in the countries of Central and Eastern Europe, the Western Balkans, the former Soviet Union, and Turkey and facilitate communication between interested parties within the region.
UPDATE: After the successful completion of the Exit Poll Trainings that were conducted by Chamey Research Group on December 7 - 18, 2004 for the representatives of local organizations that conduct polls, group of trainees came to idea to create own organization specializing on exit polls. Organization entitled "Exit-Poll Association" was established in January 2005 and is lead by Mr. Huseyn Ibrahimli and joined by nine other participants of the Exit Poll trainings. Currently, there are about 500 members in the Association and the leaders of organization are planning to increase the number of pollsters in the regions. For this purpose they organize trainings on Exit Poll using the knowledge and skills gained during the Exit Poll trainings conducted by Chamey Research Group. Also the Exit Poll Association is a coordinating the exit poll group that was created within the coalition of Local NGOs "For the sake of Free and Fair elections". Exit Poll Association, which has 500 capable, well-trained pollsters, is planning to conduct exit polls during the Parliamentary elections in November 2005.

UPDATE: The local NGO community in Azerbaijan is often characterized as highly fractured and very competitive, leaving little incentive to create alliances or coalitions of like-minded NGOs in order to increase impact and have a more unified voice. Sevda Mammedova, Chairwoman, Conflict Resolution Department of the Dikta Alieva Association for the Protection of Women's Rights, Malahat Hasanova, Member of the Milli Majlis, chairperson of the “Leader Women” Public Association and Tavan Kafarova, Chairperson of the “University Educated Women” are changing that. Each woman is a leader in her own right, but realized the benefit of uniting.

These women have created The National Confederation of Women NGOs with the purpose of increasing the women’s movement in the country and creating better opportunities for local women-oriented organizations.

All three women successfully completed the training-of-trainers program entitled “The Negotiation Skills for Political Managers” that was conducted by the Consensus Building Institute (CBI) February 17 - September 24, 2004.

Sevda Mammedova noted that the knowledge and skills gained through the training were very critical to the success of gathering 33 women organizations which joined the confederation, and allowed her to collaborate with other members and to work as a team though they are represent various parties and ages.

Despite being very young, the Confederation of Women NGOs has already proven to be making an impact. The group is responsible for establishing the first election women bloc in the history of elections in Azerbaijan. All three women are using the skills Team Building and Leadership they learned in the training to help members of the Election Block to conduct campaigns and debates with opponents. Sevda Mammedova and her colleagues are using the Training Manual that was developed during the program as a tool to educate and share their negotiation skills with the other members of the to the Confederation.

S.O. 2.1: Active Programs

1. SPPRED: Public Education and Outreach Program 2004/Media Outreach Component, Azerbaijan, July 1, 2004 – July 29, 2005

World Learning at the request of USAID and the SPPRED Secretariat continued its Public Education and Outreach Program on SPPRED in 2004. The State Program for Poverty Reduction and Economic Development (SPPRED): Public Education and Outreach Program (PEOP) is an attempt to further improve the knowledge of members of civil society, local
government, and private sector regarding the Government of Azerbaijan's poverty reduction program. The program is also intended to improve the participation of said parties in the implementation of SPPRED. Through an improved understanding and increased participation in the poverty reduction plan citizens will realize that the process is open and transparent and is dependent on public representation in order to achieve its goals.

The program consists of two parts:

1. Implementation of nine Regional Participant Trainings and Town Hall Meetings (THMs) in nine different areas of Azerbaijan: Guba, Nakhchivan, Ganja, Shaki, Lenkoran, Shamakhi, Mingachevir, Sumgait, and Barda that took place from April 15, 2004 – November 5, 2004.

447 public representatives from 44 regions participated in the THMs arranged in 9 regions in 2004. 127 people (28%) out of them were women, and 320 people (72%) were men. In addition, 4 respondents from the international and local organizations attended the THMs, and participated directly in the discussions with the public representatives. 310 suggestions were provided by the local citizenry at the THMs. The followings are division of the suggestions by sectors:

- 1. Health: 23 suggestions;
- 2. Education: 75 suggestions;
- 3. Social Protection: 27 suggestions;
- 4. Economic Development and Investment Environment: 29 suggestions;
- 5. Ecology and Tourism: 22 suggestions;
- 6. Agriculture: 33 suggestions;
- 7. Municipality: 38 suggestions;
- 8. Refugee and IDPs: 38 suggestions;
- 9. Legal Reforms: 5 suggestions;

Local NGO “UMID” HSSC was recommended as a non-compete training provider to organize and conduct Regional Participant Trainings and Town Hall Meetings. “Umid” Humanitarian and Social Support Center was registered by the Ministry of Justice as a national NGO in 1997. Umid” HSSC is an independent national NGO working to help the marginalized segment of the population, in resolving their basic needs, solving their social problems, improving the education condition, developing communities, creating economic opportunities for the people etc. Its Head Office is located in Baku, it has field offices in Sumgait, Imishli and Fizuli and Quest House in Barda. Umid issues quarterly and yearly bulletins describing its activities.

2. Production of three Documentary Films about SPPRED program and airing two of them via nationwide and regional television stations. The topics of the films are:

1. SPPRED and Regional Development
The goal of the film is to illustrate the impact of the implemented activities to the development of the regions, as well as educating people on the planned activities to be implemented for the development of the regions.

2. The Role of Municipalities in Increasing People’s Living Standards
The goal of the film is to build the vast roles of municipalities in SPPRED program and the decentralization process. Activities of municipalities will be vastly commented and their roles will be illuminated in the film.

3. Monitoring Process of the SPPRED
The goal of the film is to educate public about the monitoring process in the framework of the SPPRED and to show the active involvement ways of the civil society in this process.

During this quarter, after several modifications and changes suggested by SPPRED Secretarial, Ministry and Economic Development and World Learning ACDRTRC submitted the last version of these documentary films. World Learning has sent the films to USAID for their final review. There are concerns on the behalf of USAID that these films are not appropriate for airing and will inform World Learning of next steps.

On a competitive bidding basis, Azerbaijan Community Development Research Training and Resource Center (ACDRTRC) was chosen as a training provider for producing three documentary films on SPPRED.

2. PUBLIC EDUCATION PROGRAM ON THE NEEDS AND ABILITIES OF PEOPLE WITH DISABILITY, Baku, Azerbaijan, March 15, 2004 – August 31, 2005

The Public Education Program on Needs and Abilities of People with Disabilities is designed to foster the idea of equal opportunity, full participation, independent living, and economic self-sufficiency of people with disabilities. By increasing public awareness of the needs and abilities of people with mental and physical disabilities in Azerbaijan this program hopes to change traditional Azerbaijani stereotypes and prejudices directed towards people with mental and physical disabilities and to encourage people with mental and physical disabilities to live active, independent and self-sufficient lives.

For this purpose six public service announcements (PSA) have been produced and will be aired on the following TV channels: ANS, SPACE, LIDER, Alternativ TV (Ganja), Mingachevir TV, Qub TV (Guba), Argun TV (Zagatala), Dunya TV (Sumgayit), Lankaran TV, Simurg TV (Tovuz), Naxchivan TV. The PSAs will promote the belief in the same economic, social and political opportunities for disabled Azerbaijani citizens. This includes equal access to education, employment, health and social services and requires the creation of necessary conditions for disabled people to lead a life as full value according to their individual abilities and interests.

The PSAs on following topics were produced:

- Disability and Sports
- Physical Accessibility (to buildings, etc.)
- Access to Information
- Disability and Social Integration
- Access to schooling

World Learning delayed implementation of the program for a month in order to include the technical expertise of Ms. Elena Taranova, the director of Disability Awareness and Learning Center "Lotos", as an expert for production of PSAs. With the concurrence of the training provider, ACDRTRC, WL enlisted Ms. Taranova's expertise in order to design and develop the highest quality and most effective PSAs. During the past quarter the final version of PSAs have been submitted to USAID for their final review and approval. Training provider submitted the Media plan, as well.

On the competitive bid Azerbaijan Community Development Research, Training and Resource Center was chosen as the training provider for producing the PSAs. ACDRTRC has been established with the initiatives of the Norwegian Refugee Council, CHF International/Azerbaijan, NRTC/UNDP, national NGOs Evlat and Hayat International in June
2001. Main focus of this Center is to help the communities of the country to grow and develop independently and to equip them with the required knowledge and skills to operate successfully.

Disability Awareness and Learning Center “Lotos” was created in 2001 as a structure working out and implementing the strategy of the Union of Azerbaijan’s disability organizations. Later Lotos became an independent organization and was officially registered in 2003. The main objective of the organization is to create conditions for the integration of people with various forms of disability into the mainstream of society, support the work of the coalition of disability NGO-s through developing their organizational capabilities.

3. LEGAL RESEARCH, Azerbaijan, November 8, 2004 – September 15, 2005

In April 2004, ABA CEELI conducted an assessment of the legal profession (LPRI). One of the key findings is the lack of legal resources in the regions, lack of awareness of laws and lack of access to laws. ABA/CEELI through their current USAID funded project is conducting Legal Research training, covering an 11-month period, to provide legal professionals in the regions with the skills required to conduct legal research and have access to laws and find relevant laws applicable to their clients’ issue. Each training is conducted for 210 legal professionals (judges, advocates, civil practitioners, and notary publics) at each resource center in six regions.

In support of this training, legal materials and a subscription to the only legal database of Azeri laws, currently maintained by Vnesh Expert Service as well as some hardcopy legal materials will be given to each of the resource centers, including five legal books (the 3-volume Civil Code Commentary, the 1-volume Civil Procedure Code Commentary and the 1-volume Criminal Code Commentary).

After installing Vnesh Expert Service subscription in 6 regional centers, World Learning provided ABA/CEELI with Vnesh Services update. Currently ABA/CEELI is in the process of identifying a reliable and appropriate printing house to print out the planned legal books.

The training is a cost-share, tailored program for legal professionals in the regions on legal research. American Bar Association Central and Eastern European Legal Initiative (ABA/CEELI), the training provider for the program, will be designing and implementing the training component through their current USAID funded project.

4. TELEVISED TOWN HALL MEETINGS: PRESIDENTIAL ELECTION DECREES, Azerbaijan, June 9 – November 2005

On May 11, 2005 Ilham Aliyev, President of Republic of Azerbaijan has signed decree entitled “Executive Order of President of Republic of Azerbaijan on Improvement of Election Practice in Republic of Azerbaijan”. This decree states that the upcoming Parliamentary Elections shall be impartial, unbiased and meet international standards. To meet these criteria Ilham Aliyev has issued a set of orders to which his administrators must adhere.

The aim of Televised THMs: Presidential Election Decree started on June 9, 2005 and conducted through November 2005 is to increase awareness of constituents about the President’s decree and their knowledge of constituents on innovations that will be implemented during Parliamentary Elections in November 2005, to increase public activeness on the day of election and trust in the electoral system in Azerbaijan.

The program consists of two components:
1. Town Hall Meetings
IREX organizes THMs to discuss the President’s Decree “Executive Order of President of Republic of Azerbaijan on Improvement of Election Practice in Republic of Azerbaijan”. Up to now 7 THMs out of 9 planned were conducted in Tomuz on June 9, 2005 - Simurq TV station, in Mingachevir on June 10, 2005 - MTV station, in Sumgait on June 14, 2005 - Qurb and Khayal TV stations, in Guba on June 17, 2005, in Ganja on June 21 - Alternative TV station0, in Khacmaz on June 24 - Khacmaz TV station, in Zagatala on June 28 - Aygun TV station. The last two THMs will be conducted in Lenkoran on July 1, 2005 - LTV station and in Nakhchivan on July 6, 2005 - Kanal 35 TV station.

Each of the Regional TV discussions has roughly 7-8 attendees from the Presidential Administration, Milli Majlis, the Supreme Court, the Central Election Commission, the Ministry of Justice, and the Ministry of Internal Affairs. And about 50 participants in the audience comprised of local citizens identified by each TV station.

The format for the programs consists of an introduction by each of the participants and their organization’s responsibility in fulfilling the decree of the President Ilham Aliyev. After that, the participants take questions from the audience and questions asked by citizens as the results of the announcement about the program.

2. Airing THMs
The taped THMs will be broadcasted in their entirety on the participating television stations at a later date prior to the Parliamentary Elections. It is also imperative that at least one of the taped broadcasts is retransmitted on either Public TV or AZTV.

This program was non-compete to IREX Media Azerbaijan, the primary goal of the IREX/Working to Heighten Awareness Through Media project is to strengthen the independent media of Azerbaijan so that the citizens of the country will be able to make informed decisions as to the way the country is developing on its journey through the transition to a democracy. The project is focusing its attention toward the continued growth of the media in the regions, helping them to develop strategies to be competitive in the advertising market, improve their delivery of information to the public and assist them in their technical needs.

UPDATE: On December 14 – 19, 2004 ten representatives of local legal clinics traveled to St. Petersburg in order to gain practical and improved theoretical knowledge on the managing of legal clinics. Upon their return from the study tour the participants have achieved significant improvement in their work.

Ms. Saadat Novruzova, who is Head of Department of Legal Education at the Office of the Commissioner for Human Rights, managed to join all of the legal clinics into one Association of legal clinics. Currently the association representatives meet each month in order to discuss the issues related to legal clinics in Azerbaijan.

Furthermore, Ms. Saadat Novruzova, with support from ABA CEELI and Ombudsman, on April 11 organized a conference on legal education. The mission of the conference was to increase awareness about legal clinics and discuss problems that legal clinics face.

One other participant from Nakhchivan, Mr. Mammad Manumadov was able to officially open a new legal clinic at Nakhchivan State University and currently teaches students of the university using materials that were received by participants during the study tour.
S.O. 2.1: Planned Programs for Next Quarter

1. NEEDS ASSESSMENT OF PEOPLE WITH DISABILITIES, ELECTORAL PROCESS AND ELECTIONS, Baku, Azerbaijan, July 12 – 20, 2005

The goal of the Needs Assessment of People with Disabilities, Electoral Process and Election, that will be conducted from July 12, 2005, is to raise awareness of the issues concerning elections and the special needs of people with disabilities.

The components of the Assessment Program are:

1. Review of legal provisions having a bearing on the electoral rights of people with disabilities and any proposed activities;

2. Meetings with local disability advocates, local officials, international and local NGOs (e.g., NDI, IRI, ABA/CEELI, ECM) and members of the Central Election Commission and lower level commissions;

3. To assess IFES’ ability to provide training support to the proposed activities and identify any location election-related training providers as a possible substitute or additional support;

4. To assess IREX’s ability to support any program related trainings with journalists or any other media-related activities;

5. To assess the capacity of LOTOS and their regional partners in Baku, Sumgayit and Ali Bayramli to support any proposed activities;

6. To conduct workshops for representatives of local and international NGOs, CEC and international organizations on Access to Electoral Processes for People with Disabilities covering the following topics: Emerging international standards; Voter registration; Voter education; Voting procedures; Election monitoring; Concrete steps for 2005 parliamentary elections;

7. Prepare Report with Recommendations on possibility of implementing the following activities proposed by WID/LOTOS in 3 regions of Azerbaijan (Baku, Sumgayt, Ali Bayramli):

- ToT of Election Commissions central and regional staff in 3 regions to understand how to implement accessible elections for persons with disabilities.

- Training of poll workers in 3 regions to understand how to implement accessible elections for persons with disabilities.

- Training of disability leaders and members of all disability groups in 3 regions to understand their rights and procedures for the elections.

- Training of IFES young civic education activists in 3 regions to understand and to promote the rights of persons with disabilities to participate in the Parliamentary elections.

- Training of journalists and public media staff in 3 regions to promote public awareness and support for people with disabilities to participate in the elections.

- To build ramps at important polling sites (Schools, polychnics) in three regions.
The assessment project idea came after Mr. Bruce Curtis, Center Coordinator for the International Division at the World Institute on Disabilities (WID) approached USAID SO Democracy & Governance Team Leader regarding the possibility of extending USAID-funded election trainings and activities to include support to increased access of disabled people voting during the parliamentary elections in November 2005. Mr. Curtis proposed activities that collaborating with NOTOS, a local disability coalition, to increase the election accessibility and the voting participation of persons with disabilities in the upcoming elections.

The training is non compete to IFES and will be carried out by their Disability Expert Advisor, Mr. Jerry Mindes. Jerry Mindes is a recognized global expert on advancing the rights of citizens with disabilities in developing nations. He has worked in or established programs in over 25 developing nations, working with both governmental and non-governmental entities to design and implement practical and sustainable solutions to increase the participation people with physical, sensory, mental and psychiatric disabilities. His work at IFES and as an independent consultant has been funded by numerous international agencies, including USAID, the US Department of State, and the US Department of Education. In addition, Mr. Mindes has designed and implemented programs on access for the disabled that have been funded by the governments of Denmark, Finland, Sweden, and the United Kingdom; agencies of the United Nations including UNICEF, UNESCO, UNDP, and the UN Voluntary Fund on Disability, and private foundations and organizations including the Dole Foundation, the Joseph P. Kennedy, Jr. Foundation, and the D. T. Watson Foundation.

STRATEGIC OBJECTIVE 3.1: REDUCED HUMAN SUFFERING IN CONFLICT-AFFECTED AREAS

S.O. 3.1 Completed Programs

1. NEGOTIATION SKILLS FOR BRIDGE NETWORKS, Baku, Ganja, Barda, Azerbaijan, May 11 - June 5, 2005

The Bridge to Reproductive Health Network (BRHN) is a comprehensive web of relevant stakeholders in each of the 17 districts created to have an information network flowing freely within the community. The BRHN brings together gynecologists, midwives, peripheral health providers, trainers/mobilizers from the consortium, peer educators, chief doctors, members of the Majlis and Apteks. Through the BRHN, the issues and concerns of all will have one common venue through which reproductive health issues can be raised. As a group, the BRHN team and their linkages will become active partners in tracking trends and progress as well as recommend action points to resolve or improve any identified weak or problem areas.

The Negotiation Skills for Bridge Networks training was conducted in Azerbaijan for the period of May 11 - June 5, 2005 specifically to improve the capacity of Bridge to Reproductive Health Networks. The main purpose of the training is to develop the capacity of the Bridge Networks to collaboratively advocate for Family Planning and Reproductive Health issues at the community level. The trainings were conducted in Baku on May 11 - 13, 2005 with participation of 13 people (women - 77%), in Ganja on May 16 - 18, 2005 with participation of 19 people (women - 74%), in Baku on June 3 - 5, 2005 with participation of 16 people (women - 50%).

As a result, participants have gained new knowledge on consensus building, negotiation skills, conflict resolution & peace building, managing inter-group conflicts. Now participants will use case studies and the new knowledge in their own community trainings in the future. They acknowledged that the training helped them to advance their professional view on conflicts. As participants said, they will make decision only through consensus building, because it is the best way for agreement is
"Win-Win" strategy. As they say, now they can easily act as mediator in conflict situations and achieve consensus. The program helped the participants to achieve and establish mutual cooperation between local communities.

As a result of the training in Barda two trainees from Yevlakh region came to a conclusion to create an NGO on community development. Two other attendees, one from Goranboy region and the other person from Dashkasan, by the end of Ganja training, organized a new joint business.

The program was non-compete to USAID-funded Consensus Building Institute trained and certified local trainers (within The Negotiation Skills Training Program for Political Managers conducted by Consensus Building Institute in Azerbaijan on February 17 – November 24, 2004).

2. SQL Server Management, Baku, Azerbaijan, May 23 – 27, 2005

The SQL Server Management program conducted in Baku on May 23 – 27, 2005 was designed for the MIS Manager at Azeri Star Microfinance (ASM) LLC to improve internal processing operations in order to improve ASM’s position in strong client oriented competitive atmosphere.

At the end of the course, participant was able to describe the elements of SQL Server 2000; design a SQL Server enterprise application architecture; describe the conceptual basis of programming in Transact-SQL; create and manage databases and their related components; implement data integrity by using the IDENTITY column property, constraints, defaults, rules, and unique identifiers; plan for the use of indexes; create and maintain indexes; create, use, and maintain data views; implement user-defined functions; design, create, and use stored procedures; create and implement triggers; program across multiple servers by using distributed queries, distributed transactions, and partitioned views; optimize query performance; analyze queries; and manage transactions and locks to ensure data concurrency and recoverability.

The topics covered during the program were SQL server overview, overview of programming SQL server, creating and managing databases, creating data types and tables, implementing data integrity, planning indexes, creating and maintaining indexes, implementing views, implementing stored procedures, implementing user-defined functions, implementing triggers, programming across multiple servers, optimizing query performance, analyzing queries, managing transactions and locks.

The participant Mr. Maxim Hajiyev informed WI that the course helped him to better perform as Management of Information Systems manager responsible for using the platform of SQL server 2000 enterprise edition to process credit portfolio information (Tracking disbursements, repayments, clients' information, forecasting and reporting) faster and with high quality.

The training provider for the program was non-compete to AIC Group LTD. The company was established in June 1998 in Azerbaijan. The head office is located in Baku. The Company is a Microsoft partner and has an official status of an Authorized Education Center as well as an official MOS (Microsoft Office Specialist) and VUE (Virtual University Enterprise) Testing Center.


The Global Health Council's annual conference is widely regarded as one of the premier events in the health field, attracting more than 1,500 health and development professionals from around the world. Participants widely report that the extensive opportunities to interact with health specialists, decision makers, researchers, politicians and activists from every part of the world make this the most valuable event they attend each year.
The participants that attended the 32nd Annual Conference on Global Health Council held in Washington, DC, USA on May 31 - June 3, 2005 were representatives of a diverse array of specialists, including field practitioners, program planners, researchers, health educators, policymakers, health economists, social workers, doctors, nurses, midwives and social scientists in the field of global health, development and humanitarian aid. Two representatives of the Ministry of Health represented Azerbaijan at this event (one participant declined to travel an evening prior to departure due to health conditions).

The participants selected sessions of interest from the following topics: human capacity development; health policy; financial management; HIV/AIDS & other infectious diseases; program performance improvement; leadership and management; child health/survival; partnerships; research; post-conflict & post-disaster systems; information & communications; women's health; enabling communities.

Prior to the conference the participants registered for the following workshops and sessions:

- Applying models of quality improvement for scale-up
- Strengthening systems to provide quality care at the peripheral level
- Supporting supervision: keys to improving primary care and IMCI
- Scaling up HIV/AIDS services: addressing management challenges special session: building a new tradition: making the transition to skilled birth attendance
- Preparing for scale-up: workforce training for ART and reproductive health
- From the top: developing local leadership to improve health service delivery
- Improving access to health for the poor: the Cambodian experience strengthening technical policy in political debate the 109th congress: legislative opportunities and challenges
- Reaching the poor: the quest for health equity special session: building a new tradition: making the transition to skilled birth attendance America and the world: critical views on global health
- Decentralization: one size does not fit all.

At the debriefing meeting held at World Learning office upon participants' return, the participants indicated that the conference logistics while in the U.S. was of poor quality. The grand opening of the conference was conducted on June 1 in opposite to planned May 31, 2005. The grand opening was an impressive well covered by media event. But, some of the participants were not able to attend it due to shortage of places available inside the hall.

On most of the days, the conference organizers did not provide adequate meals for all of the participants despite indicating that certain meals were included.

Most of the days the conference was not following the schedule despite on-line registration implemented prior to the program. As a result, there were cases when the participants could not attend the desired workshops because they were filled to capacity. The participants managed to attend workshops which were interesting but in some cases not reflective of the agenda, all of the topics were mostly HIV/AIDS oriented. Unfortunately, facilitators of the workshops were not able to address some of the questions of the participants. Nevertheless there were some useful quality workshops attended by the participants. They were: Workshop on Health Reform in Albania and a movie on HIV/AIDS prevention.

World Learning and its sub contractor, IIE are currently investigating the information provided by the participants in their debriefing meeting.
On the 2nd of June the participants had a very productive meeting with Kent R. Hill Assistant Administrator For Europe and Eurasia, USAID and Acting Assistant Administrator for Global Health. He expressed his interest in primary health care in Azerbaijan. He also mentioned that USAID intends to fund Primary Health Care Program in Azerbaijan.

The program is non-compete to The Global Health Council, which is the world's largest membership alliance dedicated to saving lives by improving health throughout the world. In its mission to advocate, build alliances and communicate ideas and best practices, it contributes to the global discussion and debate on issues critical to the future of all nations.

S.O. 3.1 Active Programs

There are no active programs under this SO.

S.O. 3.1 Planned Programs for Next Quarter

1. ORGANIZATIONAL MANAGEMENT FOR REPRODUCTIVE HEALTH (RH) AND FAMILY PLANNING (FP) NGOs, Baku, Azerbaijan, July – September, 2005

Organizational Management for Reproductive Health (RH) and Family Planning (FP) NGOs will be conducted in Baku during July – September 2005. The training will cover topics on management and supervisory skills, proposal writing/report writing, financial management. The goal of the event is to develop institutional capacity of the local reproductive health and family planning NGOs and National Reproductive Health Offices (NRHO), by providing trainings to managers and directors of these organizations, to improve financial management, reporting and accounting within their organizations, to apply new ways of management and supervision of the employees of their organizations and to provide better proposals and reports to donor organizations.

"Save the Children" (SC) in partnership with United Methodist Committee on Relief (UMCOR), and International Relief and Development Inc. (IRD) began implementing the Program for Family Planning and Reproductive Health Initiatives (PFPRHI) in August 2003. Through this Program, the Consortium has been implementing a combination of approaches for Family Planning customized to the specific needs of 3 distinct geographic areas of Azerbaijan which are: Baku City, Rural Cities and Rural Areas. The Family Planning and Reproductive Health program is multi-faceted and Save the Children, UMCOR and IRD are working side by side with the Ministry of Health National Reproductive Health Office (NRHO) and local NGOs in order to achieve its goals. The program strategies are aimed to strengthen knowledge, use and practices regarding Family Planning on the community level while also strengthening the service side of FP including knowledge of the health providers, contraceptive supply through pharmacies, and improving the standards of a select number of the FP service delivery centers.

Upon approval of TIRF, the RFP was sent out to seven interested organizations. The deadline for receiving the proposals was June 10, 2005. The proposals were received from four organizations. As a result local NGO Umid HSSC was chosen as a training provider.

"Umid" Humanitarian and Social Support Center was registered by the Ministry of Justice as a national NGO in 1997. "Umid" HSSC is an independent national NGO working to help the marginalized segment of the population, in resolving their basic needs, solving their social

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1 "Program for Family Planning & Reproductive Health Initiatives Summary" by Save the Children.
problems, improving the education condition, developing communities, creating economic opportunities for the people etc. Its Head Office is located in Baku, it has field offices in Sumqait, Imishli and Fizuli and Quest House in Barda.Umids issues quarterly and yearly bulletins describing its activities.


The Public Service Announcement training to be conducted in September – December 2005 in Baku, Azerbaijan will consist of three parts:

1. Training for Ministry of Health (MOH) and NGOs in the HIV/AIDS prevention field to better understand what a public service announcement is so that they can procure and utilize such campaigns in the future in order to affect societal and attitudinal change.

2. Training of local advertising and production firms to increase the effectiveness of such campaigns and have a better understanding of the volunteer nature of such activities. The training will help them to identify roles and ways of contribution to the PSA campaigns and produce professional PSAs on HIV/AIDS issue.

3. Competition among the trained advertising/production firms for the first nationwide HIV/AIDS PSA campaign. The winner of the competition will be able to produce and air a nationwide PSA campaign on HIV/AIDS.

The primary goal of PSA Campaign is to select a public issue and stimulate action on those issues through communication programs that make a measured impact. The campaign’s idea must deal with a significant public problem through which a solution can be offered through advertising. The message must be actionable and relevant at the community level and focus on service to the public.

World Learning will select US- or NIS-based training provider for both of the trainings based on the competitive bid results.

**Strategic Objective 4.2: Cross-cutting Programs: Training and Small Grants Program**

S.O. 4.2 Completed Programs


Three participants, a student from Academy of Public Administration, Azerbaijan State Economic University, and Baku State University, attended the European Week of Eindhoven 2005, held in Eindhoven, The Netherlands on April 11 – 15, 2005. The goals of the conference were to expose European students to actual European developments by actively letting them join in discussion, to contribute to the integration of Europe by bringing students from many cultures together in both a formal and informal program, to share the varied backgrounds of the participating students and to pursue an equal distribution in participants from the participating countries.

The conference program included attending lectures by prominent speakers, participating in interactive discussion workshops, as well as an exciting cultural program that took place throughout the week. This year’s covering main theme ‘How big is YOUR Europe? Explore its dimensions’ was divided in a triplet day themes: national, continental, and global. During the conference week
Europe’s dimensions was discussed by focusing successively on the differences between and the similarities of Europe’s member states, the European continent as a unity and the role of Europe in the world.

The conference was very useful for the participants as they could see how active and enthusiastic the students from other countries are. According to the participants there are few student organizations in Azerbaijan and students here are passive and indifferent. The participants are planning to establish student organization and to organize an event similar to the one attended.

The training provider for the event was Eindhoven University of Technology in Eindhoven.

2. INTERNATIONAL STUDENT WEEK IN ILMENAU, Ilmenau, Germany, May 21 – 29, 2005

Four participants, 2 students from Baku State University, 1 student from Azerbaijan State Language University and Azerbaijan State Economic University, attended International Student Week in Ilmenau held in Germany from May 21 to May 29, 2005. The goals of the conference was to discuss peace building of youth from different countries and different visions of democracy, address issues of conflict resolution, global war, terrorism and consensus building, search for solutions of problems of each person’s homeland.

The conference covered the topics on economy, religion, future, media, science, peoples and states, ecological alternatives, Internet – data security, radio group, and the art groups.

To each of these topics there were between one and three discussion groups, depending on the number of applications. The groups were lead by Ilmenau students as well as by motivated participants. A group level of 15 to 20 participants proved convenient in the past years. The group leaders were prepared and accompanied by members of the organizing committee. For every workshop there was a lecture given by a competent expert. In the workshops the participants were given the chance to share their experiences and views, to develop solutions for controversial subjects and to think of new project ideas. The results of the workshops were summarized, published, and presented during the closing ceremony.

The participants from Azerbaijan selected the groups on education, and future.

In their Action Plans the participants identified several social and youth problems that exist throughout Azerbaijan they are: weak cooperation with and few activities with students from the regions, lack of local NGOs that work in the areas of youth in the regions, lack of funds to conduct projects/programs involving students from the regions. Using the knowledge and skills gained at the conference the participants are planning to establish effective network of NGOs working on youth and social development issues with main focus on the regions and urban areas, to organize, conduct more trainings/programs involving students from all over the country.

The program was non-compete to International Student Week in Ilmenau’s sponsoring members.

3. 2003 – 2005 MASTER’S OF PUBLIC ADMINISTRATION – BAYAZ ZEYNALOVA, Ann Arbor, MI, USA, August 18, 2003 – May 9, 2005

Ms. Bayaz Zeynalova has successfully completed her Master’s Degree with University of Michigan G.R. Ford School of Public Policy with a GPA of 7.692 (on a 9 point system). During summer months Ms. Zeynalova had a 10-week internship at the Mission of the Republic of Azerbaijan to the UN in New York. The period of her internship coincided with the main session of the UN
Economic and Social Council (ECOSOC), and a preparatory process fix chis session. Her duties at the Mission included participation in the sessions of ECOSOC, preparation of reports on the meetings for further communication to the Ministry of Foreign Affairs, research on various topics related to the themes of ECOSOC session, drafting the statements of Azerbaijani delegation and others.

Bayaz's master degree helped her to narrow her career expectations. The knowledge gained at the university arouses her interests in such areas as statistical research methods, program evaluation, development finance, economic policy, development issues. She intends to apply her skills and knowledge for the social and economic advancement of Azerbaijan. In particular she would like to work on economic policy-making and development programs. Bayaz has long-term plans to pursue a PhD degree and to be involved in teaching of economic disciplines, and designing curriculum development for the universities.


Ms. Sevinj Topchubasheva has successfully completed her Master's Degree with University of Alabama School of Public Health with a GPA of 3.75. During the summer months Sevinj had an internship at the Jefferson County Department of Health where she gained valuable health research and policy experience.

Upon completion of her master's degree Sevinj intends to find a job in the field of Public Health that would give her an opportunity to contribute into development of health care system in Azerbaijan and be actively involved in health policy-making.

While at University Ms. Topchubasheva was involved in non-academic activities such as community health program “Access to Health Care", and seminars organized by John J. Sparkman Center for International Public Health Education, summer school for the health care professionals from different developing countries.


Mr. Azer Aliyev has successfully completed his 2-year master's degree with Vanderbilt University, Owen Graduate School of Management with a GPA of 3.1. At the very beginning of his studies Azer experienced difficulties with the language, and was under pressure due to educational system differences, different life styles and fear of possible failure.

During summer months Mr. Aliyev had a 2-month internship with Bank World Inc. in Washington, DC, USA. At the time of his internship Azer participated in the organization of an anti-money laundering conference in Baku and prepared materials and gave presentation for seminar lectures on Leadership.

For now Azer's plans for future both educational and professional are unclear; he does not have any intention to continue his studies, he may start his own business, or go to government sector, or advance in one of private companies.

Mr. Zaur Muslumov has successfully completed his master’s degree with Duke University with major on International Development Policy. His GPA was a 3.7. During summer Zaur had 3-month internship with East-West Center in Honolulu, HI, working on their project “The Future of Tourism in Asia and the Pacific Islands”. At the time of the internship, Mr. Muslumov was involved in preparation of dataset for running a Gravity-model analysis on tourist arrivals, and economic and policy analysis of the proposals on the Great Silk-Road Project.

In fall 2005 Zaur will start his PhD-level studies at Khazar University here in Baku. For now he is in the process of seeking a job with mostly private and international development organizations.


Ms. Narmina Ibrahimova has successfully completed her 2-year master’s degree with University of Minnesota, Humphrey Institute with dual concentration on Economic Development and Public and Nonprofit Management. Her GPA was a 3.75. At university she received a distinction for best debate in her Government failure class. During summer months Ms. Ibrahimova had 10-week internship with Embassy of Azerbaijan in Washington, DC, USA, where she worked on issues of economic development and conflict resolution, participated in round-table discussion on these issues with foreign experts and local officials, and gained an insight into embassy’s work an Azerbaijan foreign policy.

Narmina intends to gain PhD in economics, find a job, preferably, with Ministry of Foreign Affairs, or an international non-profit organization, area of foreign policy planning/conflict resolution or economic development.


Mr. Elkhon Agamirzoyev has successfully completed his master’s degree with Emory University Goizueta School of Business.

Mr. Agamirzoyev’s evaluation will be provided in the next quarterly report.

S.O. 4.2 Active Programs

1. Master’s Degree 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 to create a cadre of internationally trained and high quality professional economic policy and decision-makers, managers and administrators.

This quarter 9 participants of this program departed to the USA to begin their studies at the universities:

Agshin Mirza-zada, an MBA candidate, has been admitted to John Donahue Graduate School of Business Duquesne University, Pittsburgh, PA, USA. The program started on August 5, 2004 and completes on June 4, 2006
The program will consist of two parts:

1. **US-based**: this ten-day study tour will consist of two primary site visits - the Educational Testing Service (ETS) site and a nearby small-medium-sized public university.

2. **Azerbaijan-based**: this two-week consultancy will include an institutional assessment of the State Commission on Student Admissions, paying particular attention to the next entrance exams being developed.

**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.

### II. Semiannual 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, 2005** World Learning negotiated and implemented the following FFS agreements:

- 2 Fee for Service Agreement with American International Health Association

The total number of participants processed under Fee for Service Agreements this quarter was 11, of which 10 was female (91%).

See Attachment 4 for complete list of Fee For Service Activities (February 2002 – June 30, 2005).

### III. 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

<table>
<thead>
<tr>
<th>#</th>
<th>Identified institutions</th>
<th>Critical skill deficiencies or performance gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lawyers, jurists</td>
<td>Lack of system of Alternative Dispute Resolution</td>
</tr>
<tr>
<td>2</td>
<td>Shore Overseas Azerbaijan staff</td>
<td>Insufficient accounting, financial system used in Shore Overseas Azerbaijan</td>
</tr>
<tr>
<td>3</td>
<td>Execute committees, central government, local and central media</td>
<td>Lack of proper communication and cooperation between the government authorities and media</td>
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<tr>
<td>#</td>
<td>SO</td>
<td>Training event</td>
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</tr>
<tr>
<td>1</td>
<td>2.1</td>
<td>Alternative Dispute Resolution</td>
</tr>
<tr>
<td>2</td>
<td>1.3</td>
<td>Accounting and Financial Reporting for NGOs</td>
</tr>
<tr>
<td>3</td>
<td>2.1</td>
<td>Building Effective Access to Governance Representatives at the Central and Local Level within the Provisional Regional Development</td>
</tr>
<tr>
<td>4</td>
<td>2.1</td>
<td>International Conference “The Way of Cooperation of NGOs in Election Campaign”</td>
</tr>
<tr>
<td>5</td>
<td>2.2</td>
<td>International Student Festival in Resettlement</td>
</tr>
<tr>
<td>6</td>
<td>3.1</td>
<td>Gender Issues in Youth Work</td>
</tr>
<tr>
<td>7</td>
<td>2.1</td>
<td>Project Management Training and Certification Program</td>
</tr>
<tr>
<td>8</td>
<td>3.1</td>
<td>Psychological Training for Civil Society</td>
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<tr>
<td>9</td>
<td>3.1</td>
<td>Cost Recovery Workshop</td>
</tr>
<tr>
<td>10</td>
<td>2.1</td>
<td>International Peace &amp; Conflict Resolution</td>
</tr>
<tr>
<td>11</td>
<td>2.1</td>
<td>European Youth Exchange Program EYE 2005</td>
</tr>
<tr>
<td>12</td>
<td>2.1</td>
<td>Civic Education School-Based Activities Study Tour</td>
</tr>
<tr>
<td>13</td>
<td>2.1</td>
<td>Election Programs Impact Assessment</td>
</tr>
<tr>
<td>14</td>
<td>1.3</td>
<td>Conflict Analysis Study Tour</td>
</tr>
<tr>
<td>15</td>
<td>3.1</td>
<td>Negotiation Skills for Bridge Builders</td>
</tr>
<tr>
<td>16</td>
<td>2.2</td>
<td>International Students’ Work &amp; Internships</td>
</tr>
<tr>
<td>17</td>
<td>3.1</td>
<td>SQL Server Management</td>
</tr>
<tr>
<td>18</td>
<td>1.3</td>
<td>3rd Annual Conference of Microfinance Institutions in Romania</td>
</tr>
<tr>
<td>19</td>
<td>2.1</td>
<td>Global Health Care 3rd Annual Conference</td>
</tr>
<tr>
<td>20</td>
<td>1.5</td>
<td>3rd International Training Program for Public Administration and Strategy</td>
</tr>
<tr>
<td>21</td>
<td>2.1</td>
<td>Forum on Sustainability of Civil Society Organisations in CEE, the CIS, the Balkans and Turkey</td>
</tr>
<tr>
<td>22</td>
<td>4.2</td>
<td>2003 - 2005 MPA - &quot;Civil Society&quot;</td>
</tr>
<tr>
<td>23</td>
<td>4.2</td>
<td>2001 - 2003 MPA - &quot;Trans Caucasus&quot;</td>
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<tr>
<td>24</td>
<td>4.2</td>
<td>2001 - 2003 MPA - &quot;Social Development&quot;</td>
</tr>
<tr>
<td>25</td>
<td>4.2</td>
<td>2001 - 2003 MPA - &quot;Area Focus&quot;</td>
</tr>
<tr>
<td>26</td>
<td>4.2</td>
<td>2001 - 2003 MPA - &quot;Region Focus&quot;</td>
</tr>
<tr>
<td>27</td>
<td>4.2</td>
<td>2001 - 2003 MPA - &quot;Bilateral Acceleration&quot;</td>
</tr>
<tr>
<td>28</td>
<td>4.2</td>
<td>2001 - 2003 MPA - &quot;Regional Acceleration&quot;</td>
</tr>
</tbody>
</table>

C. RECRUITMENT AND SELECTION OF PROSPECTIVE TRAINING CANDIDATES

To identify qualified candidates who meet Mission gender participation targets.

The Mission’s Strategic Objective Teams, in consultation and guidance with the USG agencies and country partners, nominated training participants. Recruitment was also done using technical assistance contractors, referrals, host country mass media, training announcements, staff referrals, consultants, and other means of attracting candidates.

In total, there were 672* (150 women and 522 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;
- Individuals' interest in learning new knowledge and skills;
- Individual's ability to fully participate in the trainings.

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*World Learning START Congress – Azerbaijan
Semi Annual Report Period: January 1, 2005 to June 30, 2005

43
- 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 projects and program components that were conducted and completed during the first half of the year 2005. See Attachment 4: 2005 Participants Trained.*

<table>
<thead>
<tr>
<th>#</th>
<th>EVENT</th>
<th>NUMBER/ CRITERIA</th>
<th>PARTICIPANTS</th>
<th>GOALS/ OUTCOMES</th>
</tr>
</thead>
</table>
| 1  | Alternative Dispute Resolution                                      | Lawyers, judges                                                                 | 9 participants for mediation seminars | Same / 62% / 62%
<p>|    |                                                                  |                                                                                 | 6 participants for resolution seminars | Same / 38% |
| 2  | Accounting and Financial Reporting for SDA                         | Short Course: Accurate staff dealing with accounting and finance                | 1 accountant, 1 office manager         | 1 / 1          |
|    |                                                                  |                                                                                 | 56% / 30% |
| 3  | Media’s Improved Access to the Government                          | Representatives of government bodies and local media                           | 24 participants attended Media sessions | 98% / 6%       |
|    |                                                                  |                                                                                 | 10 participants - Shaki                   |               |
|    |                                                                  |                                                                                 | 10 participants - Ali                     |               |
|    |                                                                  |                                                                                 | 30 participants - Borax                    |               |
|    |                                                                  |                                                                                 | 30 participants - Muse                       |               |
|    |                                                                  |                                                                                 | 30 participants - Gyanch                       |               |
|    |                                                                  |                                                                                 | 30 participants - Mwene                   |               |
|    |                                                                  |                                                                                 | 30 participants - Kambiran               |               |
|    |                                                                  |                                                                                 | 30 participants - Baka                     |               |
| 4  | International Conference “The Way of Cooperation of NGOs in Election Campaign” | A candidate with a strong expertise in observing the election process   | USAID Nonsessons                          | USAID Nonsessons |
|    |                                                                  |                                                                                 | Executive Director of Centre for Election | Executive Director of Centre for Election |
|    |                                                                  |                                                                                 | 1 / 1                                     | 1 / 1          |
|    |                                                                  |                                                                                 | 80% / 100%                                | 70% / 70%      |
| 5  | International Student Festival in Tundaha                          | Active students involved in youth work                                          | USAID Nonsessons                          | USAID Nonsessons |
|    |                                                                  |                                                                                 | Executive Director of Centre for Election | Executive Director of Centre for Election |
|    |                                                                  |                                                                                 | 1 / 1                                     | 1 / 1          |
|    |                                                                  |                                                                                 | 98% / 79%                                | 98% / 79%      |
| 6  | Gender Issues in Youth Work                                        | The participant was involved in “Youth Express Network”                        | Promotions by Rescue Young Women Association | 6 / 6          |
|    |                                                                  |                                                                                 | Executive Director of “Rescue” Young Women Association | 6 / 6 / 100%    |
| 7  | Project Management, Training and Certification Program             | Agyo-Yulo managing staff                                                       | Director of Agyo-Yulo                     | 2 / 2          |
|    |                                                                  |                                                                                 | Administration of Agyo-Yulo                 | 67% / 67%      |
|    |                                                                  |                                                                                 | Project Manager of Agyo-Yulo                | 33% / 33%      |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Event Description</th>
<th>Participants</th>
<th>Nominations by</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Psychosocial Training for Civil Society</td>
<td>Representatives of different institutions dealing with psychosocial issues</td>
<td>Nominations by Azerbaijan Psychosocial Association (APA)</td>
<td>35 representatives of psychiatric hospitals, NGOs, department of psychiatry of various universities and hospitals</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>IMC nominations</td>
<td>4 representatives from Sabirabad</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4 representatives from Shaki</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7 representatives from Imishli</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4 representatives from Beylagan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6 representatives from Bilasuvar</td>
</tr>
<tr>
<td>9</td>
<td>Cost Recovery Workshop</td>
<td>Active members of Facility Management Boards from 5 southern regions created by IMC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>International Jessup Moot Court Competition</td>
<td>The national competition winning team</td>
<td>Competitive</td>
<td>2 students from Baku State University</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 students from Khazar University</td>
</tr>
<tr>
<td>11</td>
<td>European Week Eindhoven (EWE) 2005</td>
<td>The participants were invited by the organizers</td>
<td>USAID nominations</td>
<td>1 student from Baku State University</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 student from Academy of Public Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 student from Azerbaijan Baku Economic University</td>
</tr>
<tr>
<td>12</td>
<td>Civic Education School-Based Activities Study Tour</td>
<td>The participants who are members of IFES Azerbaijan initiated SAC Mentor training program</td>
<td>Nominations by USAID and IFES</td>
<td>1 representative from Ministry of Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 representative from Ministry of Education in Sumgait</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7 teachers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 representative of IFES</td>
</tr>
<tr>
<td>13</td>
<td>Election Programs Impact Assessment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>US Agricultural Sector Study Tour</td>
<td>Representatives of government bodies working in agricultural sector and agribusiness entrepreneurs</td>
<td>Nominations by the Ministry of Economic Development / Agrarian Policy Department</td>
<td>8 representatives public sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8 representatives of private sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Negotiation Skills for Bridge Networks</td>
<td>Directors and managers of NGOs and NRHO working in Family Planning and Reproductive Health area</td>
<td>Nominations by UMCOR, Save the Children and IRD</td>
<td>13 participants in Baku</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19 participants in Ganja</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16 participants in Baku</td>
</tr>
<tr>
<td>16</td>
<td>International Student Week in Ilmenau</td>
<td>The participants were invited by the organizers</td>
<td>USAID nominations</td>
<td>2 students from Baku State University</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 student from Azerbaijan Economic University</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 student from Azerbaijan University of Languages</td>
</tr>
<tr>
<td>17</td>
<td>SQL Server Management</td>
<td>Azeri Star Microfinance LLC</td>
<td>Nominations by Azeri Star Microfinance</td>
<td>MIS Manager at Azeri Star Microfinance LLC</td>
</tr>
<tr>
<td>18</td>
<td>8th Annual Conference of Microfinance Institutions in Romania</td>
<td>Government officials and representatives of INGOs working with microfinance institutions</td>
<td>Nominations by ACDI/VOCA, MED, Parliament, Cabinet of Ministers, NBA</td>
<td>1 representative from Ministry of Health; 1 representative from Ministry of Taxes; 1 representative from National Bank of Azerbaijan; 1 representative of CreAgro; 1 representative of ACDI/VOCA</td>
</tr>
<tr>
<td>19</td>
<td>Global Health Council's 32nd Annual Conference</td>
<td>Representatives of Ministry of Health</td>
<td>Nominations by USAID and Ministry of Health</td>
<td>2 representatives from the Ministry of Health</td>
</tr>
<tr>
<td>20</td>
<td>18th International Training Program on Utility Regulation and Strategy</td>
<td>Government officials working in public utility regulatory area</td>
<td>Nominations by Ministry of Economic Development and Ministry of Communication and Information Technologies</td>
<td>1 representative from Ministry of Economic Development; 1 representative from Ministry of Communication and Information Technologies</td>
</tr>
<tr>
<td>21</td>
<td>Forum on Sustainability of Civil Society Organizations in CEE, the CIS, the Balkans and Turkey</td>
<td>Civil society representatives from the Region, official donors and development partner organizations, INGOs and foundations operating in the Region, and local civil society</td>
<td>Community Empowerment Network nominations</td>
<td>1 representative from Save the Children; 1 representative of Azerbaijan Women and Development Center</td>
</tr>
<tr>
<td>22</td>
<td>2003 - 2005 MPH - Zulfiyya Samadova</td>
<td>Proper academic background; Good academic standing from the local university; 3-year work experience; Excellent professional knowledge of English language; etc.</td>
<td>Competitive</td>
<td>0 / 1</td>
</tr>
<tr>
<td>23</td>
<td>2003 - 2005 MPA - Bayaz Zeynlova</td>
<td></td>
<td>Competitive</td>
<td>0 / 1</td>
</tr>
<tr>
<td>24</td>
<td>2003 - 2005 MPH - Sevinj Topchubasheva</td>
<td></td>
<td>Competitive</td>
<td>0 / 1</td>
</tr>
<tr>
<td>25</td>
<td>2003 - 2005 MBA - Azer Aliyev</td>
<td></td>
<td>Competitive</td>
<td>1 / 0</td>
</tr>
<tr>
<td>26</td>
<td>2003 - 2005 MPA - Zaur Mustalimov</td>
<td></td>
<td>Competitive</td>
<td>1 / 0</td>
</tr>
<tr>
<td>27</td>
<td>2003 - 2005 MPA - Narmina Ibrahimova</td>
<td></td>
<td>Competitive</td>
<td>0 / 1</td>
</tr>
<tr>
<td>28</td>
<td>2003 - 2005 MBA - Elkhon Aghamarzoyev</td>
<td></td>
<td>Competitive</td>
<td>1 / 0</td>
</tr>
</tbody>
</table>
## D. Placement and Programming

To identify training providers and events that meet requirements of the training request.

<table>
<thead>
<tr>
<th>#</th>
<th>Event</th>
<th>Training Provider</th>
<th>Training Venue</th>
<th>Program Date</th>
<th>Training Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Alternative Dispute Resolution</td>
<td>Ms. Lisa Testory and Mr. Joseph Dally</td>
<td>Baku, Azerbaijan</td>
<td>October 15, 2004 – February 28, 2005</td>
<td>To develop alternative dispute resolution forums for local businesses in Azerbaijan.</td>
</tr>
<tr>
<td>3</td>
<td>Media's Improved Access to the Government</td>
<td>International Press Club</td>
<td>Baku and its region, Azerbaijan</td>
<td>November 15, 2004 – April 30, 2005</td>
<td>To improve media's access to the government representatives at the central and local level within the presidential regional development initiatives.</td>
</tr>
<tr>
<td>5</td>
<td>International Student Forest in Trondheim</td>
<td>ISFET's Partner</td>
<td>Trondheim, Norway</td>
<td>February 11 – 20, 2005</td>
<td>To get acquainted with Norwegian system of education and the mechanisms of Norwegian students' involvement in the higher education governance. To actively participate in deliberations and debates concerning new perspectives on education. To forge connections with the students from all parts of the world.</td>
</tr>
<tr>
<td>6</td>
<td>Gender Issues in Youth Work</td>
<td>Youth Empowerment Network &amp; European Youth Center in Budapest</td>
<td>Budapest, Hungary</td>
<td>February 14 – 18, 2005</td>
<td>To develop participants' understanding of the role of gender and sexuality in youth work. To take a reflective approach with regards to participants' role in youth work.</td>
</tr>
<tr>
<td>7</td>
<td>Project Management Training and Certification Program</td>
<td>Azerbaijan: Project Management Association</td>
<td>Baku, Azerbaijan</td>
<td>March 17 - June 30, 2005</td>
<td>To upgrade the Agro-Veld men's project management skills, provide management with the required knowledge and software tools on project management, and prepare the company for implementation of a complex agricultural project.</td>
</tr>
<tr>
<td>8</td>
<td>Peacebuilding Training for Civil Society</td>
<td>Azerbaijan: Theological Association (APAA) &amp; Institute for International Connections</td>
<td>Baku, Azerbaijan</td>
<td>March 18 - 20, 2005</td>
<td>To develop a civil and open society within the oppressed/war torn countries of Azerbaijan and Turkmenistan. To encourage people to bring about desired change in themselves and their communities. To transform guilt, shame, rage and the desire for revenge into mutual understanding, acceptance, and a shared sense of purpose.</td>
</tr>
<tr>
<td>9</td>
<td>Code Recovery Workshop</td>
<td>IMP: Milwaukee, Wisconsin</td>
<td>Baku, Azerbaijan</td>
<td>March 21, 2005</td>
<td>To bring communities together to discuss the achievements made and challenges encountered during implementation of community-based health care recovery schemes, and to share best practices. To advocate for community health funds in front of district health authorities.</td>
</tr>
<tr>
<td>10</td>
<td>International Jessop 4th Court Competition</td>
<td>International Law Students Association</td>
<td>Washington, DC, USA</td>
<td>April 27 - April 28, 2005</td>
<td>To provide all participating teams the chance to improve their oral and written advocacy skills.</td>
</tr>
<tr>
<td>11</td>
<td>European Week Rotterdam (EWE) 2005</td>
<td>Erasmus University of Technology</td>
<td>Rotterdam, Netherlands</td>
<td>April 13 - 15, 2005</td>
<td>To expose perspective students to actual European developments by actively letting them join discussions, to contribute to the integration of Europe by bringing students from many countries together in both a formal and informal program, to share the varied backgrounds of the participating students and to increase an equal distribution of participants from the participating countries.</td>
</tr>
<tr>
<td>12</td>
<td>Cork Education: School-Based African Studies</td>
<td>Irish Aid: Cork, Republic of Ireland</td>
<td>Baku, Azerbaijan</td>
<td>March 25 - 29, 2005</td>
<td>To provide an in-depth experience to students of African Studies to improve their understanding of African cultures and to examine the role of education in the context of international development.</td>
</tr>
<tr>
<td>Tour</td>
<td>Enterprise Europe</td>
<td>Baku and regions, Azerbaijan</td>
<td>May 5 – June 9, 2005</td>
<td>To assess the impact of assistance provided by USAID Democracy and Governance Partner activities that supported the development of free and fair elections in Azerbaijan during the 2003 Presidential elections and the 2004 Municipal elections.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Election Programs Impact Assessment</td>
<td>Robert Leonard – Independent Consultant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>US Agricultural Sector Study Tour</td>
<td>International Center for Soil Fertility and Agricultural Development (IFDC)</td>
<td>Washington, DC, Des Moines, IA, Muscle Shoals, AL, USA</td>
<td>May 9 – 27, 2005</td>
<td>To expose people working in the agricultural sector (including government agencies and institutions, university departments, enterprises and NGOs) to the U.S. agribusiness sector and the policy environment that supports agribusiness in the United States.</td>
</tr>
<tr>
<td>15</td>
<td>Negotiation Skills for Bridge Networks</td>
<td>Consensus Building Institute Certified Trainers</td>
<td>Baku, Ganja, Baku, Azerbaijan</td>
<td>May 11 – June 2, 2005</td>
<td>To develop the capacity of the Bridge Networks to collaboratively advocate for Family Planning and Reproductive Health issues, at the community level.</td>
</tr>
<tr>
<td>16</td>
<td>International Student Week in Ilmenau</td>
<td>The Ilmenau Technical University</td>
<td>Ilmenau, Germany</td>
<td>May 21 – 29, 2005</td>
<td>To provide a forum where students, scientists and outstanding public figures from all over the world can meet to exchange their ideas, opinions and visions.</td>
</tr>
<tr>
<td>17</td>
<td>SQL Server Management</td>
<td>AIC Group Ltd</td>
<td>Baku, Azerbaijan</td>
<td>May 23 – 27, 2005</td>
<td>To improve internal operations processing of the Azeri Star Microfinance LLC (ASM) in order to improve ASM's position in strong client oriented competitive atmosphere by training MIS Manager of Azeri Star Microfinance LLC in Microsoft proposed SQL Server Development course.</td>
</tr>
<tr>
<td>18</td>
<td>8th Annual Conference of Microfinance Institutions in Romania</td>
<td>Microfinance Center (MFC) for Central and Eastern Europe and the Newly Independent States</td>
<td>Bucharest, Romania</td>
<td>May 26 – 28, 2005</td>
<td>To acknowledge the importance of Microfinance in providing access to financial services for low-income people.</td>
</tr>
<tr>
<td>19</td>
<td>Global Health Council’s 32nd Annual Conference</td>
<td>The Global Health Council</td>
<td>Washington, DC, USA</td>
<td>May 31 – June 3, 2005</td>
<td>To increase knowledge and improve work of health professionals within the</td>
</tr>
<tr>
<td></td>
<td><strong>18th International Training Program on Utility Regulation and Strategy</strong></td>
<td><strong>Public Utility Research Center at University of Florida and World Bank</strong></td>
<td><strong>Gainesville, FL, USA</strong></td>
<td><strong>June 6 – 17, 2005</strong></td>
<td><strong>To enhance the economic, financial, and strategic skills of a select group of senior utility regulators and regulatory strategists from around the world.</strong></td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
</tr>
<tr>
<td>20</td>
<td><strong>Forum on Sustainability of Civil Society Organizations in CEE, the CIS, the Balkans and Turkey</strong></td>
<td><strong>World Bank – NGO Working Group for Europe &amp; Central Asia (ECA) Region</strong></td>
<td><strong>Bratislava, Slovakia</strong></td>
<td><strong>June 9 – 11, 2005</strong></td>
<td><strong>To establish a common understanding of the concept of &quot;sustainability,&quot; discuss skills needed to attain sustainability, and share some best practices from the E&amp;E region.</strong></td>
</tr>
<tr>
<td>21</td>
<td><strong>2003 – 2005 MPH – Zulfiyya Samadova</strong></td>
<td><strong>Tulane University</strong></td>
<td><strong>New Orleans, LA, USA</strong></td>
<td><strong>August 21, 2003 – January 10, 2005</strong></td>
<td><strong>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 to create a cadre of internationally trained and high quality professional economic policy and decision-makers, managers and administrators.</strong></td>
</tr>
<tr>
<td>22</td>
<td><strong>2003 – 2005 MPA – Bayaz Zeynalova</strong></td>
<td><strong>University of Michigan</strong></td>
<td><strong>Ann Arbor, MI, USA</strong></td>
<td><strong>August 18, 2003 – May 9, 2005</strong></td>
<td><strong>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 to create a cadre of internationally trained and high quality professional economic policy and decision-makers, managers and administrators.</strong></td>
</tr>
<tr>
<td>23</td>
<td><strong>2003 – 2005 MPA – Zaur Muslumov</strong></td>
<td><strong>Duke University</strong></td>
<td><strong>Durham, NC, USA</strong></td>
<td><strong>August 6, 2003 – May 18, 2005</strong></td>
<td><strong>To prepare participants for training to ensure that they are prepared logistically.</strong></td>
</tr>
<tr>
<td>24</td>
<td><strong>2003 – 2005 MPA – Nurzina Ibrahimova</strong></td>
<td><strong>University of Minnesota</strong></td>
<td><strong>Minneapolis, MN, USA</strong></td>
<td><strong>August 24, 2003 – May 24, 2005</strong></td>
<td><strong>To prepare participants for training to ensure that administrative requirements go smoothly.</strong></td>
</tr>
<tr>
<td>25</td>
<td><strong>2003 – 2005 MBA – Elkhan Aghamirzoyev</strong></td>
<td><strong>Emory University</strong></td>
<td><strong>Atlanta, GA, USA</strong></td>
<td><strong>August 03, 2003 – June 21, 2005</strong></td>
<td><strong>To prepare participants for training to ensure that administrative requirements go smoothly.</strong></td>
</tr>
</tbody>
</table>

### 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 8 pre-departure orientations for third country trainings and 4 pre-departure orientations for the trainings conducted in the United States of America. 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 4 orientation meetings for 25 participants of 4 UST programs:

- International Jessup Moot Court Competition (5 participants)
- US Agricultural Sector Study Tour (16 participants)
- Global Health Council’s 32nd Annual Conference (2 participants)
- 18th International Training Program on Utility Regulation and Strategy (2 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.

World Learning will begin to implement the Follow-on Financing component of the START task order in FY2006. World Learning is currently finalizing the USAID/Caucasus Follow-On Financing Application Kit, which will include program and budget development guidelines, eligibility requirements and restrictions. The follow-on activities will 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.

IV. LOCAL TRAINING PROVIDER STRENGTHENING

Many WL/Azerbaijan training interventions were awarded to local organizations, thus strengthening their capacity. The following trainings have been implemented by local training providers:

- Local organization International Press Club was chosen to conduct training under SO 2.1 Media’s Improved Access to the Government Representatives at the Central and Local Level within the Presidential Regional Development.
- In the frame of The State Program on Poverty Reduction and Economic Development: Public Education and Outreach Program 2004, SO 2.1, local NGOs “Umud” and Azerbaijan Community Development Resource Training and Research Center (ACDRTRC) were chosen to conduct Town Hall Meetings (THM) and Film Production, accordingly. The media component part is on going during this period.
- On the competitive bid local NGO Azerbaijan Community Development Research Training and Resource Center was selected to produce Public Services Announcements for the program under SO 2.1 Public Education Program on the Needs and Abilities of People with Disabilities. The training is on going during this period.

World Learning START Caucasus - Azerbaijan
Semi Annual Report Period: January 1, 2005 to June 30, 2005
Local association Azerbaijan Project Management Association (AzPMA) was chosen as a training provider for the program “Project Management Training and Certification Program” under SO 1.3.

Local NGO Azerbaijan Psychological Association (APA) conducted training under SO 3.1 entitled “Psychosocial Training for Civil Society”

The program, SO 3.1, Negotiation Skills for Bridge Networks was non-compete to USAID-funded Consensus Building Institute trained and certified local trainers (within The Negotiation Skills Training Program for Political Managers conducted by Consensus Building Institute in Azerbaijan on February 17 ~ November 24, 2004).

V. 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 2005 total number of participants was 872 among which the percentage of female participation was 17%.

VI. UTILIZATION OF HSIs / HBCUs

World Learning and its subcontractor, IIE, made special efforts to submit participants’ admissions applications for the 2004 – 2006 Master’s Degree Program to HBCUs. Of the twelve finalists, six had applications that were submitted to HBCUs. All placements were made with the following criteria (in order of priority):

1. HBCUs take precedence – except where another school offers full tuition waiver.
2. Full tuition waivers take second priority.
3. $5,000/yr (or less) tuition fee from an HBCU takes precedence over a full university waiver.
4. If criteria #1-3 do not apply, the finalist can choose amongst those universities that are within $5,000 of each other.

Despite this aggressive placement strategy, none of the participants were placed at an HBCU. Every application for each participant was sent to universities at the same time to ensure a level playing field. While IIE and WL waited for responses from HBCUs, acceptance offers from other programs arrived, many being full and partial scholarships. With the consultation of USAID/Az, the decision was made to make placement decisions despite the pending HBCU applications.

VII. SEMIANNUAL ADMINISTRATIVE OVERVIEW

COUNTRY OFFICES/PERSOINNEL/APPROVALS

TAXATION/LEGAL ISSUES

COST CONTAINMENT

The following Cost Containment efforts totaling $20,988 were implemented by the program staff during the procurement of the programs:

World Learning START Casuals - Azerbaijan
Semi Annual Report. Period: January 1, 2005 to June 30, 2005 52
Within Civic Education School-Based Activities Study Tour, after changing arrival and departure dates as well as flight from Czech Airlines to Austrian, the final budget was decreased from $24,500 to $15,912 representing a cost savings of $8,588.

- The initial budget submitted by IREX ProMedia which was $29,000 for the program “Television Town Hall Meetings: Presidential Election Decree” has been further negotiated and decreased by $12,900.

**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.
Quarterly Report
For the period of January 1 to March 31, 2005

START/CAUCASUS - GEORGIA

Task Order Number: OUT-EEE-1-800-01-00016-00
Task Order Period: January 15, 2002 to August 26, 2006

Submitted to USAID/Caucasus
by
World Learning, Georgia
#5 Shevchenko St. First Floor
Tbilisi, Georgia
Tel/Fax: (992 32) 98 25 20
Email: office@worldlearning.ge

April 2005
TABLE OF CONTENTS

I. INTRODUCTORY STATEMENT 3

II. QUARTERLY UPDATE OF START/CAUCASUS – GEORGIA PROGRAMS 4

III. QUARTERLY SUMMARY OF PROGRAM EVALUATIONS 4

IV. QUARTERLY UPDATE OF FEE FOR SERVICE ACTIVITY 17

V. QUARTERLY UPDATE ON FOLLOW-ON FINANCING (FoF) ACTIVITY 17

VI. QUARTERLY ADMINISTRATIVE OVERVIEW 17

VII. QUARTERLY UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS 18

VIII. QUARTERLY FINANCIAL REPORT 18

ATTACHMENTS:

ATTACHMENT A: TraiNet Generated Quarterly Update of Start/Caucasus – Georgia Programs

ATTACHMENT B: Monthly Report for April 2005

ATTACHMENT C: Matrix of Fee for Service Activity for the Quarter

ATTACHMENT D: Current Status of TraiNet Partners

ATTACHMENT E: Quarterly Financial Report

World Learning START Caucasus - Georgia
Quarterly Report
For the Period January 1 – March 31, 2005
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 a three-year period from January 15, 2002 to August 26, 2006, supports USAID in the Caucasus in its 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. QUARTERLY UPDATE OF START/CAUCASUS - GEORGIA PROGRAMS

The matrix of training programs is attached (Please see Attachment A: 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

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*Includes residual 2004 programs completed during the reporting period.

II. QUARTERLY SUMMARY OF PROGRAM EVALUATIONS

Residual 2003 Programs

STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs

The (anti-)Money Laundering Training Program consisted of two components: a Third Country Observation Tour (in Greece) for three representatives of the Financial Monitoring Service (FMS), and an in-country program for representatives of the FMS, the National Bank of Georgia (NBG), selected Georgian commercial institutions, and GoG officials from other offices/institutions.

The goal of the training program was to introduce internationally-recognized successful approaches to combating money laundering. Component I was conducted on September 8 – 12, 2003 in Athens, Greece. Part A of Component II, in-country training for monitoring and regulatory agencies that work with and report to the FMS was conducted by experts from the US Treasury October 7-18, 2003.
Part B of Component II: Basic Analyst Training Course for FMS took place in Tbilisi, in March 2005. The training event was conducted by the US Government Financial Crimes Enforcement Network (FinCEN) expert trainers Susan Ireland (FinCEN), Aristides Jiminez Lopez (BCIS/Customs), and Deborah Ansman (FBI). In order to better prepare for the IC event, World Learning sent Mr. Paata Giorgashvili, FMS Head of Analytical Department, to the US immediately preceding the in-country event. During his one-week visit (February 19-26) Mr. Giorgashvili worked together with FinCEN to gain a thorough understanding of FinCEN's analytical procedures, and at the same time assist FinCEN’s trainers in preparation for the Basic Analyst Training Course.

The course itself was conducted March 9-18, 2005. Representatives of the FMS, the National Bank of Georgia, the Prosecutor's Office, the Customs Department and the National Securities Commission participated in this event. The following topics were presented:

1. The Intelligence Cycle 8. Informal Transfer Systems
3. Sources of Information 10. Strategic Assessments
5. Leads and Indicators of Financial Fraud 12. Pro-active Targeting

Success Story

The Anti-Money Laundering program (including the 2004 US Study Tour) has greatly assisted the establishment and institutional functionality of the FMS. Since 2003, the capacities of the FMS has increased significantly in terms of their operational capacities/protocols, as well as their abilities to cooperate with international partners to meet their obligations vis a vis monitoring and reporting on cross-border activity. In June 2004, the FMS became a member of the Egmont Group and an observer of the Eurasian Group on Combating Money Laundering and Financing of Terrorism. This has enabled them to exchange information with members of this international coordination bodies. As a result, the FMS has issued ordinances determining the list of terrorists and persons supporting terrorism, as well as list of non-cooperative zones (so-called “black list”, i.e. states and territories where anti-money laundering measures are not or are inadequately undertaken) based on information from and recommendations of these international organizations.

Within Georgia, and for the purposes of receiving full information and conducting detailed analyses, the FMS has established close business contacts with authorities such as the General Prosecutor's Office of Georgia, the Ministry of Internal Affairs, the National Central Bureau of Interpol and the State Department of Statistics. As a result of cooperation between the FMS and the Special Service on Prevention of Legalization of Illicit Income, in July 2004, the first money laundering criminal case involving a Georgian bank was opened. During the investigation it was revealed that hundreds of millions US dollars may have been laundered, and the National Bank of Georgia has withdrawn the license of the suspected bank.
Residual 2004 Programs

STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs

The Real Estate Code of Ethics training program (the third in the series of four real estate sector programs) aimed at developing national standards for real estate practitioners in Georgia. The program, developed and conducted under non-competitive procurement procedure by the expert trainer from the International Real Property Foundation (IRPF), Ms. Judith Lindenau, was held in Borjomi on February 25-27, 2005. The event provided training for the representatives of the Georgian Real Estate Association (GREA) and the Georgian Federation of Professional Asset Valuators (GFPAV). In addition, 8 trainees from the previous Training of Trainers program participated to learn how to teach this course in the future. During the 3-day training course, the participants were introduced to the following topics:

1. Historical Perspective and Background
2. Analysis of GREA Code of Ethics
3. Development of Analytical and Instructive Scenarios
4. Discussion of Public Relations Benefits
5. Articulation of the “Public Promise” of the Professional Code of Ethics
6. Definition of “Ethics” and “Business Protocol”
7. Articulation of Protocol Expectations in the Georgian Real Estate Community
9. Continuation of Day 2 Material
11. Discussion of Case Studies
12. Staging of a Mock Hearing

Of interest, a discussion/breakout session took place in which attendees constructed case studies of Code of Ethics violations and presented the results to the entire group. The Valuers formed a separate work group to formulate a proposed industry-specific Code of Ethics. The following lessons were learned:

1. The GREA must appoint an Ethics Committee as a standing Association Committee. This Committee must continually review the current Code of Ethics to make sure it complies with current practices and laws. New standard of Practice should be added as necessary to clarify the current Code.
2. The valuation community needs to formulate and adopt its own industry-specific Code.
3. The GREA needs to implement a membership agreement that can be signed by prospective members spelling out their commitment to the Code of Ethics and their responsibility to resolve disputes through the Association enforcement process.
4. New members need to acknowledge that they have read and understand the Code, and may even have to complete an orientation program.
5. The Ethics Committee should also evaluate communication and teaching resources for the Association. These resources might include the construction of case studies illustrating various articles of the Code. These case studies can
be collected and made available to all members as part of the instructional process.

6. The Association may also strongly consider developing standard forms for member use. These forms address the disclosure issues mentioned in the Code, and standardize professional behavior throughout the organization. A library of these forms is also a value-added service for Association members.

During the classroom exercises the participants examined the principles of ethics complaints (fairness of notification and appeal, judgment by knowledge peers, appeal process and appropriate censure, and construct a complaint scenario). They then role-played the process, including a hearing and judgment. The emphasis was on developing a workable prototype within their culture and community, which can be implemented by the Association. This exercise was the culmination of the seminar, and lasted over ½ day. Almost everyone in the class had a role to play in the scenario, and the entire class was highly involved. Lessons learned were in area of complexity of behavior, fairness or judgment, and the need to institutionalize the process into the Associations' organizational structure.

The following are the highlights from participants' action plans and the expert trainer's recommendations:

1. The GREA needs a Structural Audit.
2. Standard Forms: The GREA could receive a large impetus from developing some standard operational forms for the Code of Ethics (complaint forms, findings the hearing panels, etc.).
3. Marketing: GREA members are most interested in marketing possibilities for investment properties. Assistance in developing cooperative marketing tools for GREA member would greatly benefit members and add value-added service to the Association.
4. Revitalize GREA's Ethics Committee. Implement the following committee activities:
   - Educate the Membership
     i. Role Playing
     ii. Brochure
   - Monitor the procedure and make sure complaint process is working
   - Identify and train experts to serve on panels
   - Implement a public relations campaign
   - Create and adopt a procedures manual for processing a Code of Ethics complaint
5. Valuers: Need help with Association structure and with developing a Code of Ethics. The GFPAV is at best rudimentary at this point, and needs assistance with basic Association infrastructure issue, and in developing and adopting a Code of Ethics

The attendees in this three-day workshop comprised a very vibrant and enthusiastic representation of the developing real estate community in Georgia. However, the associations represented are in need of focus and support, particularly in the areas of developing the association infrastructure through refining the membership and dues structure, enhancing association resource through non-dues revenue sources, full time association Management, and activation of the existing committees and Board of Directors. For the GREA, a re-evaluation of the existing Association structure and
business plan would seem to be a necessary step. For the GfPAV, the members are ready to continue the shaping a formal association. In both cases, strong and proactive associations will be of great help to the developing business environment in Georgia.

STRATEGIC OBJECTIVE 1.5: A More Economically Efficient and Environmentally Sustainable Energy Sector

The goal of the Workshop on Social Safety Net was to contribute to lessening the impact of energy reforms in Georgia on vulnerable low-income households during the coming transition period, by bringing together stakeholders involved in social safety net issues in the energy sector (Governmental organizations, NGOs and other stakeholders), including those responsible for energy and social safety net policies at the national and local levels for the purpose of beginning the development of a comprehensive energy-related social safety net policy in Georgia. The program was held in Likani, from February 22 to 25, 2005. The training was conducted by the team of trainers from the Urban Institute.

The workshop exposed the participants to various types of welfare payments for vulnerable households as well as to innovative tariffs and energy efficiency measures. Participants were provided with an opportunity of defining the affordability problem in Georgia. Through case study exercises they were acknowledged with use of various tariff mechanisms. According to participants’ feedback, one of the most interesting topics of the workshop was assessment of alternative approaches to easing the impact of energy reforms.

The MLHSA is moving forward with the adoption of proxy means targeted welfare benefits. Therefore proxy-means testing and issues regarding the particular benefit plan to be introduced to the GOG was one of the most essential issues of the workshop. The participants expressed great interest in methods for identifying poverty proxies, implementing such indicators in an eligibility determination framework, devising a framework for revising indicators over time, setting benefit levels, verifying participant information, assessing home material status and needs, implementing the new benefit, and keeping administrative costs to a minimum.

At the end of the workshop the participants articulated the following in their action plans:

- To create the database of beneficiaries;
- To elaborate poverty indicators;
- To elaborate national gasification plan;
- To ensure the installation of electric meters for vulnerable households;
- To create the information bank.

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 1 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 the most important and valuable.

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, which assists applicants with Orders for Protection, a remedy 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 Country Attorney's Office and the Hennepin County Attorney's office who handle cases of domestic violence. Some members of the group also participated in St. Paul Police Department "ride-alongs". The police "ride-along" experience provided training participants with first-hand observation of police procedures in St. Paul.

Some of the topics covered and activities undertaken during the training in MN included the following:

- General principles of the dynamics of domestic violence;
- Domestic violence movement in the USA and Europe;
- International legal norms and model laws on domestic violence;
- Discussions on the strengths and weaknesses of domestic violence laws of different countries, such as Bulgaria, Romania, Kosovo, The Ukraine and Austria;
- Divorce and child custody.

Component II of the program will include the publication of a domestic violence manual and a series of in-country trainings in Tbilisi and the regions, conducted by the program participants based on the information, knowledge and experience gained during the US based program.

The Magistrates Tour training aimed to improve access to justice in Georgia, through increasing the participants' understanding of the magistrates system in the United States and exploring options for the most appropriate and viable magistrates system for Georgia. The program was organized and facilitated by ABA and IIE and was held on January 8 - 22, 2005 in Washington DC. The Georgian delegation of 11 people included the representatives of District and Supreme Courts, High Council of Justice, Judicial Training Center, and the Members of the Parliament of Georgia.

During this two-week study tour, the participants had the possibility to meet with the Federal Judicial Center (which provides training and administrative expertise for the Federal Courts), the National Center for State Courts, judges, and magistrates from a number of federal and state courts.

ABA and World Learning plan to organize a follow-on meeting in May for the participants and other relevant stakeholders to discuss the draft Law on Magistrates and start up the dialogue leading up to revising the draft law.
STRATEGIC OBJECTIVE: 3.4 Increased Use of Social and Health Services and Changed Behavior

The goal of the ongoing 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). It is therefore anticipated that the students will not only better understand and develop the skills and knowledge necessary to become future leaders of Georgia, but also they will have a unique opportunity to share their knowledge and experience with other international students with a broad array of similar experience that stems from growing up in a “transitional” society.

The START program has undertaken to subsidize the undergraduate study of three Georgian students at AUBG on a yearly basis for the total of up to four years. The funding for subsequent years is conditional upon students’ academic achievements and a minimum grade point average (GPA) of 3.0.

Upon completion of each academic year, the students are required to return to Georgia for participation in an internship program. The program will be chosen by the students with the assistance and approval of World Learning in his/her relevant field of study. This year, the following organizations were selected: the GoG Deputy State Minister’s Office on European and Euro-Atlantic Integration; ALDAGI Insurance Company and the Courtyard Marriott Hotel. The terms and conditions for these internships were agreed between WL and the respective organizations. The Scope of Work (SOW) for the internships is being developed and will be finalized in the near future.

The goal of the General Health Care Management program was to support the reorganization process at the Ministry of Labor, Health and Social Affairs by providing senior- and mid-level policy makers and managers at the Ministry with a solid understanding of modern (post-Soviet) health care management principles and practices. The program was held in The Czech Republic, from January 14 thorough 25, 2005. The Georgian delegation was hosted by Czech firms KNO and Centrum Dohody.

This study tour provided the participants with a significant opportunity to receive exposure to health care management systems that incorporated internationally accepted management standards as well as examples of policy and financial reforms that effectively dealt with post-Soviet health reform issues. The Georgian delegation was exposed to key tools of health care management in order to meet the transitional challenges. The training acknowledged the participants with the operational and management aspects of health care reform policies.

The group had an opportunity to meet with representatives of various state and private institutions and organizations dealing with health care reform in the Czech Republic. Mr. Nemec, the former General Director of the Czech Health Insurance Company, was especially interested to meet with the group because he is currently working in...
Georgia as a financial expert of an EU funded project “Primal Health Care Development” and he will probably co-operate with some of the participants during the project implementation.

Participants were provided with an opportunity to become acquainted with the reforms undertaken by the Czech Government in the field of medical education. The Georgian delegation highly ranked the Czech model of professional medical education and considered it to be one of the most effective and successful among the post-communist countries and believed that above model can be applied in the Georgian context. Some of the ideas reflected in the participants’ action plan include:

- To develop the internal plan of further reorganization of the MHLSA;
- To arrange the series of trainings for the employees;
- To elaborate the effective mechanism of staff management;
- To participate in the elaboration of a new Law on Profession Medical Education.

The goal of the **Pharmaceutical Policy Development** program was to promote the development of a modern legislative and regulatory framework for the pharmaceutical industry in Georgia as well as to improve the national drug pricing, procurement and logistical management policies and practices. The program was held in Poland from February 19 to 26, 2005. The group of Georgian professionals was hosted by the Polish organization UNILOB.

During the program the participants were exposed to the practical experience and innovative approaches of best international practice in the field of pharmaceutical policy development and implementation. The participants were given an opportunity to explore the specifics of Polish pharmaceutical policy aiming at regulation and monitoring of the pharmaceutical industry across the country. In the participants’ opinion visit to Poland let them work in a new intercultural environment, improved their professional and managerial skills, explored new ideas, compared and contrasted experiences, and identified successful models and “best practices” for implementation upon their return.

The participants believe that the study tour should be beneficial not only for those who participated directly in the training event but to their colleagues who will benefit from a “multiplier effect” when the skills gained through practical experience are passed on to the representatives of the government and legislative bodies in Georgia.

Following are the highlights from participants’ action plans:

- To participate in elaboration of amendments to the “Law on Drugs”;
- To elaborate the amendments to the “Registration Rule”;
- To promote the creation of professional union of pharmaceutical firms;
- To develop the code of ethics for pharmaceutical companies;
- To improve the existing pharmaceutical legislation and harmonize it with European models.

**2005 Programs**

*World Learning START Caucasus - Georgia Quarterly Report For the Period January 1 - March 31, 2005*
STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs

The Workshop/Roundtable on the Main Factors of Economic Security of Georgia was held in January 27, 2005 in Tbilisi. During the Roundtable representatives from different GoG institutions (National Security Council, Ministries of Foreign Affairs, Economic Development, Finance, Justice, Agriculture, and etc.) together with representatives of international donor community (Diplomatic Missions and International Organizations/Agencies accredited in Georgia) examined the following issues:

- Main economic risks that Georgia is facing today and proper ways to withstand such;
- Georgia’s economic security conception: main aspects and their fulfillment;
- Investment and business environment in Georgia: positive achievements, main obstacles and key steps for their overcoming;
- Georgia’s economic strategy: main trends and directions;
- Georgia’s new Tax Code and its conformity to the international principles;
- Georgia’s customs: achievements, today’s problem and their resolving;
- The on-going privatization process in Georgia.

It is expected that the event will contribute to the collaboration of practical recommendations for improvement in the business and investment climate in Georgia, as well as to the further economic integration of the country into the world economy and therefore for increasing substantially an economic security of Georgia.

The ideas and suggestions expressed during the event were analyzed by the representatives of the Department of Economic Security of National Security Council Office of Georgia, and included into the post-workshop booklet published by the START program in April 2005. The brochure has been delivered to the workshop participants and other relevant organizations mandated by the NCS.

The purpose of the 11th Session of the Codex Alimentarius Commission was to further educate key stakeholders in Georgia on the development of global food safety and quality standards in order to contribute to the capacities of domestic institutions to conform to the internationally recognized standards. The conference took place from February 14 - 18, 2005 in Christchurch, New Zealand. The nominated Georgian delegation consisted of the following persons: Mr. Paata Zakarashvili, Head of Georgian Poultry Association and Mr. Zurab Rukhadze, Veterinary Doctor, Veterinary Department at the Ministry of Agriculture of Georgia. The meeting was designed to support the Government of Georgia in the process of formulating policies and procedures geared toward integrating Georgian Food Safety Standards with those recognized and promoted by the Codex Alimentarius Commission, FAO/WHO, WTO and the EU. The conference focused on the following:

- International standards and guidelines related to food safety and hygiene;
- Codes of practice appropriate for meat and poultry hygiene;
- International food quality and safety standards under Codex Alimentarius;
- Draft Code of Hygienic Practice for Meat;
- Veterinary Inspection;
Risk Based Evaluation of Organoleptic Post-Mortem Inspection Procedures for Meat and Poultry;
- Microbiological Verification of Process for Control of Meat Hygiene.

The goal of the 37th session of the Codex Alimentarius Commission on Food Hygiene was to further educate key stakeholders in Georgia on the development of global food safety and quality standards in order to contribute to the capacities of domestic institutions to conform to the internationally recognized standards. The program was conducted March 14 to 19, 2005 in Buenos Aires, Argentina. Mr. Tornike Mgaloblishvili, Advisor to the Minister and Mr. Merab Shengelia, Deputy Head of Food Safety Department at the Ministry of Agriculture and Food were nominated to participate in the conference.

Due to the fact that Mr. Mgaloblishvili cancelled his participation at the very last moment - he was assigned by the Georgian government as the chief of rescue activities in the aftermath of avalanches in the Racha-Lechkhumi and Svaneti regions - only Mr. Shengelia attended the conference.

The participant of the session had the opportunity to consult with counterparts from other countries, discuss both the negative tendencies as well as positive prospects related to food safety and hygiene, learn the essential principles of food hygiene applicable throughout the food chain and identify how food safety standards and regulation influence the overall production and processing cycles. The following key issues were discussed:

- Food hygiene applicable to all food;
- Endorsement of hygiene provision in the Codex standards and codes of practice;
- Food hygiene applicable for specific food items or food groups;
- Specific hygiene problems assigned by the Commission;
- Microbiological risk assessment at the international level;
- Microbiological risk management matters in relation to food hygiene;
- Internationally-recognized standards for the development of export/import opportunities and domestic food market;
- Development of a comprehensive self-regulated food safety program;
- Food Hygiene control measures.

The goal of the HACCP Certification Training Course was to build and increase the capacity of Georgian entrepreneurs and private companies to meet internationally recognized food quality and safety standards in order to successfully export their products to international markets. Michigan State University was selected to serve as a training provider and the event took place in Gudauri from January 31 to February 3, 2005. The participants attending the training program were nominated by the USAID Technical Assistance programs AgVantage and RAPA and represented the Georgian exporters, producers and farmers from different regions of Georgia, as well as the Ministry of Agriculture of Georgia.

Participants of this training program gained experience in developing a HACCP Plan for Georgian food products. This experience is important in improving the domestic food market and export opportunities. The participants were given an opportunity to
get acquainted with the basic information about HACCP System and the principles of Good Hygiene Practice (GHP), which makes them capable to assess the hygienic practice of some Georgian companies and to make recommendations for improving it. The participants raised their understanding on how to determine critical limits and necessity that the critical limit has to be in compliance with the control measures. Also, they understood the importance of monitoring the Critical Control Points (CCPs), identifying corrective actions as well as the verification procedures.

Upon completion of the program the participants articulated the following in their action plans:

1. To organize the training sessions for their colleagues about GHP and HACCP in order to improve their skills and knowledge;
2. To establish working groups in the plants that will promote the good hygiene practices in order to set up the HACCP system in the future;
3. To improve the GMPs in the plants;
4. To establish the HACCP system in the plants continuously to be implemented for the certain period of time.

Since the application of HACCP principles and system is new for Georgia, the participants elaborated the following set of recommendations:

1. To inform the population about HACCP system as part of international food safety standards;
2. To prepare brochures and informational materials about food safety standards;
3. To organize the training sessions for the farmers, food processors and governmental officials;
4. To work towards incorporating (private sector) HACCP standards/certification in food safety throughout Georgia.

SUCCESS STORY
World Learning/START project participants Mr. Levan Samarguliani, General Director of Georgian American Enterprise "Yorali" and Mr. Kakha Alania, Director of Ltd Nakoru, together with other entrepreneurs, founded the Association of Dairy Producers "Georgian Milk". The idea of establishing the association was born during the Food Safety and Quality Control Program held on October 4-7, 2004 in Tbilisi, when discussions took place about the existing problems and difficulties facing the private sector in Georgia. This is the first farmers' and entrepreneurs' union aimed at promoting dairy production, improving food safety and quality control for the domestic market, and complying with international requirements that are necessary to export products to foreign markets.

The members of the Association clearly defined the following goals and objectives of their activity:

1. To promote and popularize the activity of processing companies of natural milk;
2. To develop the dairy cattle in Georgia;
3. To encourage the unification of enterprises and farms and popularize their activities;
4. To raise populations' awareness about benefits of usage of natural milk products;
5. To improve the quality of Georgian milk processing companies and conform them with international standards;
6. To support an increase of natural milk products in the domestic market;
7. To lobby the above mentioned activities in the government of Georgia;
8. To develop the food production for livestock.

Mr. Samarguliani, the chairman of the association, used the experience gained during his participation in the HACCP Study Tour in Budapest, Hungary on June 19 - 25, 2004. He modeled the association after the Hungarian company "Sole Hungária", one of the largest diary corporations in the country that unites smaller farms and enterprises.

STRATEGIC OBJECTIVE: 3.4 Increased Use of Social and Health Services and Changed Behavior

The Workshop on Conflict Prevention "New Directions in Conflict Management and Mitigation" was held in Almaty, Kazakhstan on March 16, 2005 and organized in partnership with USAID's Bureau for Europe & Eurasia (E&E), and Office of Conflict Management and Mitigation (CMM) in the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA). The workshop was aimed at encouraging dialogue about current and potential conflict causes in the Central Asian Republics and possible approaches for addressing conflict risk by defining USAID/CAR new strategy through development programming throughout the region.

In that light, attendance of Georgian delegation at the Conference was of a great importance as it rendered mutual benefits both for the Caucasus as well as the Central Asian region. The participants had an opportunity to share their experience and benefit from the lessons learned. At the same time, Georgian delegation contributed to the framework for a multifaceted approach to programming aimed to mitigate the prospects of further conflicts and their detrimental effect on development in the country. It was a significant event for international donors, national and international NGOs, governmental representatives and other stakeholders for rethinking aspects of existing programs, as well as understanding principles of conflict prevention, and ways in which conflict prevention, mitigation and resolution can be integrated into existing development portfolio in Georgia.

In particular, the Conference sessions focused on understanding and addressing conflict through programming in the following areas:

- Economic development;
- Local government;
- Information / Media;
- Youth;
- Community Policing/Security Sector Reform;
- Natural Resource Management (specifically land and water);
- Religion/extremism.

STRATEGIC OBJECTIVE 2.31: More Effective, Responsive and Accountable Local Governance

The goal of the Bar Association Development program was to create the Bar Association of Georgia and define its roles and responsibilities. The program took place in Gudauri in January 13-15, 2005 and was conducted by the international experts provided by ABA and local trainers who facilitated the small group discussions. The participants were the lawyers/advocates working in different state...
and private companies and law firms. During the seminar the participants were broken down into 3 thematic groups:

1. Goals and Activities of the Association
2. Governing Council of the Association
3. Ethical Principles and Disciplinary Procedures

It should be noted that the draft version of these key documents was created by the ABA working group prior to the training and the draft was distributed to the participants at the beginning of the program. After a 3 day of intensive work, the participants finalized the draft and created the policy for the foundation and operations of a Bar Association of Georgia.

The goal of the Moot Court Competition program was to build a cadre of professional Georgian lawyers by exposing them to knowledge, experience and perspectives in the field of international law. The Phillip C. Jessup International Law Moot Court Competition was organized by International Law Students’ Association (ILSA) and was held in Washington D.C., March 27 – April 2, 2005.

The Georgian team, consisting of 4 members and a coach, placed 47th (out of possible 108) in the Written Memorandum section and 55th (out of possible 103) in the Oral Presentation section. This is a much better result than Georgian participants of Jessup International have obtained in the past.

At the end of the program the program participants developed action plans. Some of the ideas expressed in their action plans included:

1. Foundation of an NGO chaired by the participants that would aim to strengthen university students’ knowledge, skills and experience in international law and that would be regularly organizing moot court competitions for law students in Tbilisi and the regions;
2. Creation of the South Caucasus regional network of Jessup International Moot Court Alumni;
3. Organization of trainings and educational meetings for future lawyers;
4. Dissemination of information about the Jessup among the professors and students of law departments within the State University;

Utilization of MSI/HBCUs

The START program did not have the opportunity to employ MSIs or HCBUs during the reporting period; of three US-based programs, the Moot Court Competition was an off-the-shelf course, the Magistrates Tour was hosted by ABA/Washington at no cost to START, and though the training provider for the Domestic Violence program was selected on the competitive basis, unfortunately the WL research conducted to find potential providers did not determine suitable MSI/HSBU candidate organizations.

Cost Savings

The following are examples of cost savings the START program negotiated during the course of the reporting period:

World Learning START/Caucasus - Georgia Quarterly Report
For the Period January 1 – March 31, 2005
1. **Domestic Violence** – The price of per page of translation of materials for this program was $90 as quoted by the training provider to have the work contracted by them. However, WL Georgia established a per-page price of $12 to have the translations done in-country, effectively saving the program $19,600;

2. **General Health Care Management** – The price of per page translation in accordance with the training provider budget was $25, whereas WL Georgia had it done for $12, saving the program around $1000;

3. The initial fee for the training provider for Social Safety Net program was $29,965. After extensive negotiations with the Urban Institute the fee was decreased to $20,958 effectively saving the program $9,007;

4. Through extensive negotiations between World Learning and the training provider for HACCP Certification Course – Michigan State University – a total of $10,000 was discounted from the initial amount budgeted by the training provider for course delivery and program preparation.

**IV. QUARTERLY UPDATE OF FEE FOR SERVICE ACTIVITY**

During the reporting period, World Learning negotiated and signed five (5) FFS agreements: four with the American International Health Alliance (AIHA) and one with The United States Telecommunications Training Institute (USTTI). The FFS with USTTI was, however, cancelled due to the fact that the participant did not pass the CEPA English language test. (Please see Attachment C: Matrix of Fee for Service Activity).

The total number of participants processed under Fee for Service Agreements during the period was 15, of whom 94% were women.

**V. QUARTERLY UPDATE ON FOLLOW-ON FINANCING (FoF) ACTIVITY**

The following follow-on funded projects were approved and/or launched during the reporting period:

1. *Introduction of HACCP Principles* (Starting Date: February 20, 2005)
2. *Let's Learn Together - Movement Against Disability Discrimination* (Approve)
3. *Inclusive Learning - Friendly Environment* (Approved)

**VI. QUARTERLY ADMINISTRATIVE OVERVIEW**

*Personnel/HR Management*

With the extension of START project activities until August 2006 staff contracts have duly been extended through 2005.

*Inventory*

During the reporting period some pieces of furniture (shelves) and a new fax machine were procured.
Travel Insurance

In March, a competitive bidding procedure was conducted to re-examine travel insurance pricing structures and levels of coverage proposed by insurance companies operating in Georgia. ALDAGI was identified to have the best package, and has therefore been contracted as the prime insurance carrier for TCTs for START program participants.

VII. QUARTERLY UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS

Technical preparation has been carried out for installing the TraiNet software at the Fiscal Reform Project office by the end of April. Please see Attachment D: Current Status of TraiNet Partners for an update of all partners.

VIII. QUARTERLY FINANCIAL REPORT

Please find the financial report for the period at Attachment E.
Semi-Annual Report
For the period January 1 – June 30, 2005

Including the START Quarterly Report
for the period April 1 – June 30, 2005
and monthly report for July 2005

START/CAUCASUS - GEORGIA

Task Order Number: OUT-EEE-I-800-01-00016-00
Task Order Period: January 15, 2002 to August 26, 2006

Submitted to USAID/Caucasus
By
World Learning
Field Office Georgia
#5 Shevchenko St. First Floor
Tbilisi, 380008, Georgia
Tel/Fax: (992 32) 98 25 20
Email: office@worldlearning.ge

July 29, 2005
# TABLE OF CONTENTS

1. INTRODUCTORY STATEMENT  3

2. UPDATE ON START/CAUCASUS – GEORGIA PROGRAMS  4

3. SUMMARY OF PROGRAM ACTIVITY  4

4. UPDATE ON FEE FOR SERVICE ACTIVITY  23

5. QUARTERLY SUMMARY OF FOLLOW-ON FINANCING ACTIVITY  23

6. QUARTERLY ADMINISTRATIVE OVERVIEW  24

7. UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS  24

8. SEMI-ANNUAL REVIEW OF PROGRESS AGAINST PERFORMANCE MONITORING PLAN  24

9. SEMI-ANNUAL REVIEW OF LOCAL TRAINING PROVIDER STRENGTHENING  27

10. SEMI-ANNUAL REVIEW OF PROGRESS ON GENDER DEVELOPMENT  28

11. SEMI-ANNUAL REVIEW OF UTILIZATION OF MINORITY SERVING INSTITUTIONS AND HISTORICALLY BLACK COLLEGES AND UNIVERSITIES  28

# LIST OF ATTACHMENTS

ATTACHMENT A: TRAINET GENERATED QUARTERLY UPDATE OF START/CAUCASUS – GEORGIA PROGRAMS

ATTACHMENT B: MATRIX OF FEE-FOR-SERVICE CONTRACTS

ATTACHMENT C: LIST OF TRAINET USERS AND THEIR STATUSES

ATTACHMENT D: QUARTERLY FINANCIAL REPORT

ATTACHMENT E: START/GE REPORT FOR THE MONTH OF JULY
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 a three-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 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.
I. UPDATE OF START/CAUCASUS – GEORGIA PROGRAMS

The matrix of training programs is attached (Please see Attachment A: TraiNet Generated Update of USAID/Caucasus Programs). The matrix of training programs is created on a quarterly basis based on the information in the TraiNet database. The matrix includes the required information per the Task Order as follows:

- aggregated data with the number of participants;
- name of program;
- gender of participants;
- type of venue/location;
- program status.

II. SUMMARY OF PROGRAM ACTIVITY

**Summary Table**

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<th>SO#</th>
<th>Number of Events</th>
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<th>Female</th>
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<td>In-country Events</td>
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*Includes residual 2004 programs.

Illustrative Graph
Task Order Usage (January - June 2003)

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<th>SO</th>
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<th>Training Completed</th>
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<td>4</td>
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Overview of Residual FY 2003 Programs

STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs

The (anti-)Money Laundering Training Program consisted of two components: a Third Country Observation Tour (to Greece) for three representatives of the Financial Monitoring Service (FMS), and an in-country program for representatives of the FMS, the National Bank of Georgia (NBG), selected Georgian commercial institutions, and GoG officials from other offices/institutions.

The goal of the training program was to introduce internationally-recognized successful approaches to combating money laundering. Component I was conducted on September 8 – 12, 2003 in Athens, Greece. Part A of Component II, an in-country training for monitoring and regulatory agencies that work with and report to the FMS, was conducted by experts from the US Treasury October 7-18, 2003.

Part B of Component II: Basic Analyst Training Course for FMS took place in Tbilisi, in March 2003. The training event was conducted by the US Government Financial Crimes Enforcement Network (FinCEN) expert trainers Susan Ireland (FinCEN), Arisio Jannex Lopez (SCOE/Custome), and Deborah Amsden (FBI). In order to better prepare for the IC event, as well as to introduce key ME.
concepts to a key FMS supervisor, World Learning associate, Nino Gogolashvili, Head of the FMS Analytical Department in the USA immediately preceding the recent event. During his one-week visit (February 16-22), Mr. Gogolashvili worked together with FMS/CEN to gain a thorough understanding of FMS/CEN’s analytical procedures, as well as some FMS/CEN targets in preparation for the Basic Analyst Training Course.

The course itself was conducted March 9-18, 2005. Representatives of the FMS, the National Bank of Georgia, the Prosecution’s Office, the Customs Department and the National Security Commissioner participated in this event. The following topics were presented:

1. The Intelligence Cycle
2. Analytical and Critical Thinking
3. Sources of Information
4. Bank and Business Records
5. Leads and Indicators of Financial Fraud
6. International Banking & Wire Transfers
7. Money Laundering Methods
8. Financial Transactions
9. Charting and Presentations
10. Strategic Assessments
11. Suspicious Transaction Reports Analysis
12. Proactive Targeting
13. Asset Forfeiture
14. Money Laundering Analysis and Investigation
15. Typologies

STRATEGIC OBJECTIVE 1.5: A Foundation for a More Sustainable Energy System

Success Story
As a result of the Workshop on Environmental Law Implementation Mechanisms program conducted by the United Nations Institute for Training and Research (UNITAR) in September 2004, two employees of the Caucasian Environmental NGO Network (CENNS) completed UNITAR’s Distance Learning Courses offered by UNITAR on International Environmental Law. And in June of 2005, the CENNS signed a Memorandum of Understanding with UNITAR with the purpose of implementing a training strategy on environmental law and environmental management education. CENNS and UNITAR have identified the following areas of collaboration:

- UNITAR and CENNS shall endeavor to promote the teaching of environmental law in the Caucasus by developing and implementing joint projects in the region.
- UNITAR and CENNS shall cooperate with the objective of developing a training strategy based on UNITAR’s Distance Learning Courses on International Environmental Law targeting the environmental sector’s stakeholders in the Caucasus region.
- UNITAR and CENNS shall collaborate in organizing and hosting capacity building activities throughout.
and/or seminars), targeting the environmental sector's stakeholders in the Caucasus region, with the objective of improving environmental law and environmental management education in the region. These training activities may be organized either on a multi-stakeholder basis, with the participation of actors directed or indirectly involved with the implementation of multilateral environmental agreements, or by segments, targeting specific groups of stakeholders separately.

- The training activities to be offered shall adopt adult learning methodologies and shall include the design of a module on Training of Trainers.

**STRATEGIC OBJECTIVE 2.31: More Effective, Responsive and Accountable Local Governance**

**Success Story**

From September 2004 until June 2005 Mr. Kakha Tsikarishvili, participant in the 2002/3 Masters in Criminal Law academic training program, served as a legal consultant to the GoG on the elaboration of a comprehensive strategy for criminal justice reform in Georgia. The strategy was approved by Presidential decree and was published as a textbook earlier this year.

Mr. Tsikarishvili also translated and edited Common Law Jury, a book by Duke University professor Neil Vidmar that describes the jury systems of 8 distinctly different countries. Mr. Tsikarishvili developed the foreword for the book through which he shaped his ideas on prospects for the further development of a jury trial system in Georgia.

**OVERVIEW OF RESIDUAL 2004 PROGRAMS**

**STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs**

The Real Estate Code of Ethics training program (the third in the series of four real estate sector programs) aimed at developing national standards for real estate practitioners in Georgia. The program, developed and conducted by the expert trainer from the International Real Property Foundation (IRPF), Ms. Judith Lindenau, was held in Borjomi on February 25-27, 2005. The event provided training for the representatives of the Georgian Real Estate Association (GREA) and the Georgian Federation of Professional Asset Valuators (GFPAV). In addition, 9 trainees from the previous Training of Trainers program participated to learn how to teach this course in the future. During the 3-day training course, the participants were introduced to the following topics:

1. Historical Perspective and Background
2. Analysis of GREA Code of Ethics
3. Development of Analytical and Instructive Scenarios
4. Discussion of Public Relations Benefits
5. Articulation of the “Public Promise” of the Professional Code of Ethics
6. Definition of “Ethics” and “Business Protocol”
7. Articulation of Protocol Expectations in the Georgian Real Estate Community
9. Continuation of Day 2 Material
11. Discussion of Case Studies
12. Staging of a Mock Hearing

Of interest, a discussion/breakout session took place in which attendees constructed case studies of Code of Ethics violations and presented the results to the entire group. The valuers formed a separate
work group to formulate a proposed industry-specific Code of Ethics. The following lessons were learned:

1. The GREA must appoint an Ethics Committee as a standing Association Committee. This Committee must continually review the current Code of Ethics to make sure it complies with current practices and laws. New standard of Practice should be added as necessary to clarify the current Code.
2. The valuation community needs to formulate and adopt its own industry-specific Code.
3. The GREA needs to implement a membership agreement that can be signed by prospective members spelling out their commitment to the Code of Ethics and their responsibility to resolve disputes through the Association enforcement process.
4. New members need to acknowledge that they have read and understand the Code, and may even have to complete an orientation program.
5. The Ethics Committee should also evaluate communication and teaching resources for the Association. These resources might include the construction of case studies illustrating various articles of the Code. These case studies can be collected and made available to all members as apart of the instructional process.
6. The Association may also strongly consider developing standard forms for member use. These forms address the disclosure issues mentioned in the Code, and standardize professional behavior throughout the organization. A library of these forms is also a value-added service for Association members.

During the classroom exercises the participants examined the principles of ethics complaints (fairness of notification and appeal, judgment by knowledge peers, appeal process and appropriate censure, and construct a complaint scenario). They then role-played the process, including a hearing and judgment. The emphasis was on developing a workable prototype within their culture and community, which can be implemented by the Association. This exercise was the culmination of the seminar, and lasted over ½ day. Almost everyone in the class had a role to play in the scenario, and the entire class was highly involved. Lessons learned were in area of complexity of behavior, fairness or judgment, and the need to institutionalize the process into the Associations’ organizational structure.

The following are the highlights from participants' action plans and the expert trainer's recommendations:

1. The GREA needs a Structural Audit.
2. Standard Forms: The GREA could receive a large impetus from developing some standard operational forms for the Code of Ethics (complaint forms, findings the hearing panels, etc.).
3. Marketing: GREA members are most interested in marketing possibilities for investment properties. Assistance in developing cooperative marketing tools for GREA member would greatly benefit members and add value-added service to the Association.
4. Revitalize GREA's Ethics Committee. Implement the following committee activities:
   - Educate the Membership
     i. Role Playing
     ii. Brochure
   - Monitor the procedure and make sure complaint process is working
   - Identify and train experts to serve on panels
   - Implement a public relations campaign
   - Create and adopt a procedures manual for processing a Code of Ethics complaint
5. Valuers: Need help with Association structure and with developing a Code of Ethics. The GFFAV is at best rudimentary at this point, and needs assistance with basic Association infrastructure issue, and in developing and adopting a Code of Ethics.
The attendees in this three-day workshop comprised a very vibrant and enthusiastic representation of the developing real estate community in Georgia. However, the associations represented are in need of focus and support, particularly in the areas of developing the association infrastructure through refining the membership and dues structure, enhancing association resource through non-dues revenue sources, full time association Management, and activation of the existing committees and Board of Directors. For the GREA, a re-evaluation of the existing Association structure and business plan would seem to be a necessary step. For the GFPAV, the members are ready to continue the shaping a formal association. In both cases, strong and proactive associations will be of great help to the developing business environment in Georgia.

The Basics of Real Estate training program (the last in the series of real estate sector programs) was held in Borjomi on May 24-26, 2005. The goal of the program was to develop national standards for real estate practitioners in Georgia. Ms. Gail Lyons, the International Real Property Foundation (IRPF) consultant, served an expert trainer for the program. This course was attended by 30 members of the GREA and CFPAV; two-thirds were real estate practitioners while the remainder were new agents, lawyers, a valuer and a developer. The executive officer of GREA was an active participant.

The program consisted of two parts. The first part, Brokerage Management, was conducted on day 1 and 2. This portion aimed to understanding and developing an Action Plan for the practical operations of a standard real estate office. The participants were introduced to the following topics:

1. Management Responsibilities;
2. Company income;
3. Managing people;
4. Data collection & analysis.

The goal of the second portion, Sales Training, was to learn how to be a successful sales agent. The following topics were presented to the participants:

1. Getting started;
2. Duties & responsibilities;
3. Listing;
4. Selling;
5. Negotiating the contract;
6. Due diligence and closing;
7. Ethics & professional practice;
8. Continuing education.

The following are highlights from participants' action plans and the expert trainer's recommendations:

1. The GREA needs to collect market-wide data so that managers can compare their company data against market data;
2. The GREA should strongly consider developing standard forms for members use. These forms should address disclosure issues as well as various contract types;
3. To be a successful sales agent requires tools and systems;
4. To be a successful sales agent requires excellent communication skills;
5. Good ethics and business practices are necessary characteristics of the professional sales agent;
6. Georgian sales agents should move toward exclusive listings for both buyers and sellers;
7. The GREA should establish an effective multiple listing service;
8. Management requires strong organizational and leadership skills; management is not for everyone;
9. To be a manager requires careful income and expense management skills;
10. Data collection and analysis is a key skill for managers of successful real estate companies.

**Success Story**

As a result of Codex Alimentarius Sessions attended by participants Irakli Chkhladze, and Paata Zakarashvili in 2003 and 2004, the Georqian Poultry Association has been established. The need for establishing the association was dictated by the fact that firms in the industry expressed a need to establish an entity that would give them an opportunity to discuss their needs, share management experiences and set common goals for the industry. The mission of the Georgian Poultry Association is therefore to support the improvement and sustainable development of the poultry industry in Georgia. The activities of the association are political, industrial and commercial.

The political activities involve bringing problems of poultry industry to the attention of the Georgian government. For example, the founders of the association actively participated in elaboration of the revised Tax Code through consultations with the members of the Parliamentary Committee. This also resulted in the industry formally supporting the revised code. On the industrial front, among other activities, the association has identified priority areas for the development of poultry production such as feed manufacturing and handling, livestock management and vaccination, hygiene and post-production processing and introduced them to the farmers. With the support of the START program and other donors, they prepared and distributed amongst governmental and private sector stakeholders, posters and brochures on the importance of good hygiene and stock management. Under commercial activities the association has undertaken assisting newly-established and small poultry farms tackle issues such as the identification of priority organizations/business developmental issues and the development of business plans. The founders of the Association have already helped a number of companies gain access to commercial funds that have assisted them in increasing production.

**STRATEGIC OBJECTIVE 1.51: A Foundation for a More Sustainable Energy System**

The goal of the Workshop on Social Safety Net was to contribute to lessening the impact of energy reforms in Georgia on vulnerable low-income households during the coming transition period, by bringing together stakeholders involved in social safety net issues in the energy sector (Governmental organizations, NGOs and other stakeholders), including those responsible for energy and social safety net policies at the national and local levels for the purpose of beginning the development of a comprehensive energy-related social safety net policy in Georgia. The program was held in Likani, from February 22 to 25, 2005. The training was conducted by a team of trainers contracted from the Urban Institute.

The workshop exposed the participants to various types of welfare payments for vulnerable households as well as to innovative tariffs and energy efficiency measures. Participants were provided with an opportunity of defining the affordability problem in Georgia. Through case study exercises they were acknowledged with use of various tariff mechanisms. According to participants' feedback, one of the most interesting topics of the workshop was assessment of alternative approaches to easing the impact of energy reforms.

The MLHSA is moving forward with the adoption of proxy means targeted welfare benefits. Therefore proxy-means testing and issues regarding the particular benefit plan to be introduced to the GoG was one of the most essential issues of the workshop. The participants expressed great interest in methods for identifying poverty proxies, implementing such indicators in an eligibility determination framework, devising a framework for revising indicators over time, setting benefit levels, verifying participant information, assessing home material status and needs, implementing the new benefit, and keeping administrative costs to a minimum.

At the end of the workshop the participants articulated the following in their action plans:
- To create the database of beneficiaries;
- To elaborate poverty indicators;
- To elaborate national gasification plan;
- To ensure the installation of electric meters for vulnerable households;
- To create a national information bank.

**Success Story**

As a result of the CBOs/Initiative Groups Training in Renewable Energy Technologies program (implemented in November/December 2004), participants Vakhtang Berishvili and Avtandil Chelidze from the Ozurgeti region prepared a joint project on Energy Independent Villages - Learn and Do Yourself that received a grant from the World Bank in the spring of 2005.

The goal of the project is to educate rural populations on importance and practical usages of alternative energy sources as well as to promote the energy independence of rural families by providing them with necessary information/consultations on practical implication of these resources. Under the project the following activities have been undertaken:

- A sample bio-digester has been installed at the cattle farm in the village of Makvaneti,
- Solar collectors have been installed at the maternity house and regional children's clinic in Ozurgeti;
- Practical trainings on alternative energy sources have been conducted in six villages (similar trainings will be held in 30 additional villages in the Ozurgeti region);
- 100 micro hydro power stations were constructed by the participants' CBO;
- An innovative, energy efficient wood stove has been designed;
- The EEC (Energy Efficiency Center, Georgia) awarded a grant for installation of the above stoves in the village of Charrata, in Akhmeta region for 16 families.

**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 1 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 the most important and valuable.

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, which assists applicants with Orders for Protection, a remedy 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 Country Attorney's Office and the Hennepin County Attorney's office who handle cases of domestic violence. Some members of the group also participated in St. Paul Police Department "ride-alongs". The police "ride-along" experience provided training participants with first-hand observation of police procedures in St. Paul. Some of the topics covered and activities undertaken during the training in MN included the following:

- General principles of the dynamics of domestic violence;
- Anti-domestic violence movement in the USA and Europe;
- International legal norms and model laws on domestic violence;

World Learning START Caucasus - Georgia

Semi-Annual Report for the Period Ending June 30, 2005
Discussions on the strengths and weaknesses of domestic violence laws and social frameworks of different countries, such as Bulgaria, Romania, Kosovo, The Ukraine, and Austria;

- Divorce and child custody.

**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 draft law is now ready and will be submitted to the Parliament of Georgia in the fall of 2005.

Component II of the program will include the publication of a domestic violence manual and a series of in-country trainings in Tbilisi and the regions, conducted by the program participants, based on the information, knowledge and experience gained during the US based program. The implementation timeframe for this component is September – December 2005.

The *Magistrates Tour* training aimed to improve access to justice in Georgia, through increasing the participants' understanding of the magistrates system in the United States and exploring options for the most appropriate and viable magistrates system for Georgia. The program was organized and facilitated by ABA and IIE and was held on January 8 – 22, 2005 in Washington DC. The Georgian delegation of 11 people included the representatives of District and Supreme Courts, High Council of Justice, Judicial Training Center, and the Members of the Parliament of Georgia.

During this two-week study tour, the participants had the possibility to meet with the Federal Judicial Center (which provides training and administrative expertise for the Federal Courts), the National Center for State Courts, judges, and magistrates from a number of federal and state courts.

ABA and World Learning plan to organize a follow-on meeting in the fall of 2005 for the participants and other relevant stakeholders to discuss the draft Law on Magistrates and start up the dialogue leading up to revising the draft law. In the month following the START program, the European Union funded a similar study tour to the Netherlands to provide many of the same participants with a European perspective on a magistrates system.

**SUCCESS STORY**

As a result of the START and EU-funded Magistrates programs, the participants developed legislation on a magistrates system that defines the roles and functions of magistrates in the Georgian court system. The legislation was adopted by the Georgian parliament in the spring of 2005. Due to the fact that the goal of the program has now been reached, the second component of the program is no longer necessary.

**STRATEGIC OBJECTIVE 3.4: Increased Use of Social and Health Services and Changed Behavior**

The goal of the ongoing *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). It is therefore anticipated that the students will not only better understand and develop the skills and knowledge necessary to become future leaders of Georgia, but also they will have a unique opportunity to share their knowledge and experience with other international students with a broad array of similar experience that stems from growing up in a “transitional” society.
The START program has undertaken to subsidize the undergraduate study of three Georgian students at AUBG on a yearly basis for the total of up to four years. The funding for subsequent years is conditional upon students' academic achievements and a minimum grade point average (GPA) of 3.0.

Upon completion of each academic year, the students are required to return to Georgia for participation in an internship program. This year, the following organizations were selected by the students and approved by the START program: the GoG Deputy State Minister's Office on European and Euro-Atlantic Integration; ALDAGI Insurance Company and the Courtyard Marriott Hotel. The internships for the summer of 2005 were completed during the months of June and July.

The goal of the General Health Care Management program was to support the reorganization process at the Ministry of Labor, Health and Social Affairs by providing senior- and mid-level policy makers and managers at the Ministry with a solid understanding of modern (post-Soviet) health care management principles and practices. The program was held in The Czech Republic, from January 14 through 25, 2005. The Georgian delegation was hosted by Czech firms KNO and Centrum Dohody.

This study tour provided the participants with a significant opportunity to receive exposure to health care management systems that incorporated internationally accepted management standards as well as examples of policy and financial reforms that effectively dealt with post-Soviet health reform issues. The Georgian delegation was exposed to key tools of health care management in order to meet the transitional challenges. The training acknowledged the participants with the operational and management aspects of health care reform policies.

The group had an opportunity to meet with representatives of various state and private institutions and organizations dealing with health care reform in the Czech Republic. Mr. Nemec, the former General Director of the Czech Health Insurance Company, was especially interested to meet with the group because he is currently working in Georgia as a financial expert of an EU funded project "Primal Health Care Development" and he will probably co-operate with some of the participants during the project implementation.

The Georgian delegation highly ranked the Czech model of professional medical education and considered it to be one of the most effective and successful among the post-communist countries and believed that above model can be applied in the Georgian context. Some of the ideas reflected in the participants' action plan include:

- To develop the internal plan of further reorganization of the MHLSA;
- To arrange the series of trainings for the employees;
- To elaborate the effective mechanism of staff management,
- To participate in the elaboration of a new Law on Profession Medical Education.

The goal of the Pharmaceutical Policy Development program was to promote the development of a modern legislative and regulatory framework for the pharmaceutical industry in Georgia as well as to improve the national drug pricing, procurement and logistical management policies and practices. The program was held in Poland from February 19 to 26, 2005. The group of Georgian professionals was hosted by the Polish organization UNILOB.

During the program the participants were exposed to the practical experience and innovative approaches of best international practice in the field of pharmaceutical policy development and implementation. The participants were given an opportunity to explore the specifics of Polish pharmaceutical policy aiming at regulation and monitoring of the pharmaceutical industry across the

**World Learning START Caucasus - Georgia**

**Semi-Annual Report for the Period Ending June 30, 2005**
country. In the participants’ opinion visit to Poland let them work in a new intercultural environment, improved their professional and managerial skills, explored new ideas, compared and contrasted experiences, and identified successful models and “best practices” for implementation upon their return. The participants believe that the study tour should be beneficial not only for those who participated directly in the training event but to their colleagues who will benefit from a “multiplier effect” when the skills gained through practical experience are passed on to the representatives of the government and legislative bodies in Georgia.

Following are the highlights from participants’ action plans:

- To participate in elaboration of amendments to the “Law on Drugs”;
- To elaborate the amendments to the “Registration Rule”;
- To promote the creation of professional union of pharmaceutical firms;
- To develop the code of ethics for pharmaceutical companies;
- To improve the existing pharmaceutical legislation and harmonize it with European models.

**SUCCESS STORY**

As a result of the Pharmaceutical Policy Development program, Ms. Leaia Tamava, Manager of the private pharmaceutical company “Malamo” has developed a new antiseptic cream for babies. The idea was generated after the visit to a pharmaceutical company in Poland. The recommendations provided by the company manager encouraged the participant to begin new product line in Georgia that is in conformance with EU standards. The new baby cream is becoming very popular in the domestic market with doctors and consumers alike.

**2005 PROGRAMS**

**STRATEGIC OBJECTIVE L31: Accelerated Development and Growth of Private Enterprises to Create Jobs**

The Workshop/Roundtable on the Main Factors of Economic Security of Georgia was held in January 27, 2005 in Tbilisi. During the Roundtable representatives from different GoG institutions (National Security Council, Ministries of Foreign Affairs, Economic Development, Finance, Justice, Agriculture) together with representatives of international donor community (Diplomatic Missions and International Organizations/Accredited in Georgia), examined the following issues:

- Primary economic risks that Georgia is facing today and proper ways to withstand such;
- Georgia’s economic security conception: main aspects and their fulfillment;
- Investment and business environment in Georgia: positive achievements, main obstacles and key steps for overcoming those obstacles;
- Georgia’s economic strategy: main trends and directions;
- Georgia’s new Tax Code and its conformity to the international principles;
- Georgia’s customs: achievements, today’s problem and their resolution;
- The on-going privatization process in Georgia.

It is expected that the event will contribute to the collaboration of practical recommendations for improvement in the business and investment climate in Georgia, as well as to the further economic integration of the country into the world economy and therefore for increasing substantially an economic security of Georgia. The ideas and suggestions expressed during the event were analyzed by the representatives of the Department of Economic Security of National Security Council Office of Georgia, and included into the post-workshop booklet published by the START program in April 2005.
The brochure has been delivered to the workshop participants and other relevant organizations mandated by the NSC.

The purpose of the 11th Session of the Codex Alimentarius Commission was to further educate key stakeholders in Georgia on the development of global food safety and quality standards in order to contribute to the capacities of domestic institutions to conform to the internationally recognized standards. The conference took place from February 14 - 18, 2005 in Christchurch, New Zealand. The nominated Georgian delegation consisted of the following persons: Mr. Paata Zakarashvili, Head of Georgian Poultry Association and Mr. Zurab Rukhadze, Veterinary Doctor, Veterinary Department at the Ministry of Agriculture of Georgia. The meeting was designed to support the Government of Georgia in the process of formulating policies and procedures geared toward integrating Georgian Food Safety Standards with those recognized and promoted by the Codex Alimentarius Commission, FAO/WHO, WTO and the EU. The conference focused on the following:

- International standards and guidelines related to food safety and hygiene;
- Codes of practice appropriate for meat and poultry hygiene;
- International food quality and safety standards under Codex Alimentarius;
- Draft Code of Hygienic Practice for Meat;
- Veterinary Inspection;
- Risk Based Evaluation of Organoleptic Post-Mortem Inspection Procedures for Meat and Poultry;
- Microbiological Verification of Process for Control of Meat Hygiene.

The goal of the 37th Session of the Codex Alimentarius Commission on Food Hygiene was to further educate key stakeholders in Georgia on the development of global food safety and quality standards in order to contribute to the capacities of domestic institutions to conform to the internationally recognized standards. The program was conducted March 14 to 19, 2005 in Buenos Aires, Argentina. Mr. Tornike Mgablishvili, Advisor to the Minister and Mr. Merab Shengelia, Deputy Head of Food Safety Department at the Ministry of Agriculture and Food were nominated to participate in the conference. Due to the fact that Mr. Mgablishvili cancelled his participation at the very last moment - he was assigned by the Georgian government as the chief of rescue activities in the aftermath of avalanches in the Racha-Lechkhumi and Svaneti regions - only Mr. Shengelia attended the conference.

The participant of the session had the opportunity to consult with counterparts from other countries, discuss both the negative tendencies as well as positive prospects related to food safety and hygiene, learn the essential principles of food hygiene applicable throughout the food chain and identify how food safety standards and regulation influence the overall production and processing cycles. The following key issues were discussed:

- Food hygiene applicable to all food;
- Endorsement of hygiene provision in the Codex standards and codes of practice;
- Food hygiene applicable for specific food items or food groups;
- Specific hygiene problems assigned by the Commission;
- Microbiological risk assessment at the international level;
- Microbiological risk management matters in relation to food hygiene;
- Internationally-recognized standards for the development of export/import opportunities and domestic food market;
- Development of a comprehensive self-regulated food safety program;
- Food Hygiene control measures.
The goal of the **HACCP Certification Training Course** was to build and increase the capacity of Georgian entrepreneurs and private companies to meet internationally recognized food quality and safety standards in order to successfully export their products to international markets. As a certifying agency, Michigan State University was selected to serve as a training provider and the event took place in Gudauri from January 31 to February 3, 2005. The participants attending the training program were nominated by the USAID Technical Assistance programs AgVantage and RAPA and represented Georgian exporters, producers and farmers from different regions of Georgia, as well as the Ministry of Agriculture of Georgia.

Participants of this training program gained experience in developing a HACCP Plan for Georgian food products. This experience is important in improving the domestic food market and export opportunities. The participants were given an opportunity to become acquainted with basic and detailed information about HACCP System, the principles of Good Hygiene Practice (GHP), and practical applications of HACCP, which makes them capable to assess hygienic practice and make recommendations for improvement. The participants raised their understanding on how to determine critical limits and the need for critical limits to be in compliance with standard control measures.

Upon completion of the program the participants articulated the following in their action plans:

1. To organize the training sessions for their colleagues about GHP and HACCP in order to improve their skills and knowledge;
2. To establish working groups in the plants that will promote the good hygiene practices in order to set up the HACCP system in the future;
3. To improve the GMPs in the plants;
4. To establish the HACCP system in the plants continuously to be implemented for the certain period of time.

Since the application of HACCP principles and system is new to Georgia, the participants also elaborated the following set of recommendations:

1. To inform the population about the HACCP system as an integral part of international food safety standards (i.e.: for export, import and domestic standardization);
2. To prepare brochures and informational materials about food safety standards;
3. To organize training sessions for farmers, food processors and governmental officials;
4. To work towards incorporating HACCP standards/certification in food safety throughout Georgia.

**SUCCESS STORY**

During the reporting period, World Learning/START participants Mr. Levan Samarguliani, General Director of Georgian-American Enterprise "Yorali" and Mr. Kakha Alania, Director of Ltd Nakoru, together with other entrepreneurs, founded the Association of Dairy Producers "Georgian Milk". The idea of establishing the association was born during the **Food Safety and Quality Control Program** held on October 4-7, 2004 in Tbilisi, when discussions took place about the existing problems and difficulties facing the private sector in Georgia. This is the first farmers' and entrepreneurs' union aimed at promoting dairy production, improving food safety and quality control for the domestic market, and complying with international requirements that are necessary to export products to foreign markets.

The members of the Association clearly defined the following goals and objectives of their activity:

1. To promote and popularize the activity of processing companies of natural milk;
2. To develop the dairy cattle in Georgia;
3. To encourage the unification of enterprises and farms and popularize their activities;
4. To raise the populations' awareness about the benefits of natural milk products;
5. To improve the quality of Georgian milk processing to concom with international standards;
The 6th Eurasian Business Summit was held from June 6-12, 2005 in Evian, France and Geneva, Switzerland. The summit was organized by the Leading Ventures Associated LVA (UK). Since 1999 it is one of the most important platforms for international dialogue between businessmen and politicians of the Eurasian area (CIS, Eastern Europe, and Asia) on the one hand, and the EU, OECD countries on the other. The aim of the summit was to showcase the enormous investment opportunities present across Eurasia. Key decision makers, experts, dignitaries, and ambassadors, along with senior government officials of various countries converged at the summit to explore optimal opportunities and current threats, to find the ways of overcoming difficulties in development and realization of investment projects.

The following key issues were discussed:

- Today’s economic, political and social palette of the Eurasian region;
- Development of the Eurasian economic area-ambitions and ways of protect realization;
- Eurasian microeconomics-justification of the prevailing risks;
- Inter-regional and regional relations of the Eurasian continent;
- Eurasian countries and the World Trade Organization;
- Reestablishing and developing Eurasian business relations;
- International fair for investment and trade;
- New tendencies in international and regional relations of the Eurasian continent.

The goal of participation of Mr. Kakha Baindurashvili, the Economic Advisor to the Prime Minister of Georgia was to contribute towards increasing the capacity of the Government of Georgia in facilitating improvements in the country’s investment climate, promoting Georgia as an investor-friendly location, and attracting foreign direct investment to contribute to the country’s long-term economic growth and prosperity.

The Special Advisor to the Georgian Government, Ms. Ekaterian Sharashidze attended the CIS Oil and Gas Summit held in Paris, France on June 1 – 3, 2005. The purpose of the summit was to promote accelerated development and growth of private enterprises by increasing the Government’s capacity to effectively and efficiently manage and implement petroleum and petroleum-related resources, products and assets in Georgia. The CIS Oil and Gas Summit was organized by the Energy Exchange Ltd, which is an independent conference organizer and information provider to the global oil and gas and energy sectors. Conference topics examined in the oil and gas and energy sectors included exploration and production, pipeline, transportation and distribution, investment and strategic planning, together with the development of alternative and non petroleum based fuels for automotive and stationary applications.

In particular the following key issues were discussed:

- Government policies and trends in the Russian Oil and Gas Sectors:
- Policy and Legislation updates for the Russian Oil and Gas Sector.
• Oil and Gas upstream projects in Russia: Operating issues and project updates;
• Improving efficiency of upstream and transportation projects through technology;
• Financing and investment in upstream and transportation projects in Russia;
• Exports from Russia to international markets;
• Exports from the Caspian region of the international markets;
• Governmental policies for the development of the Caspian and Central Asian oil and gas industries;
• Oil and Gas upstream projects in the Caspian and Central Asia: operating issues and project updates.

The participant was given the opportunity to become acquainted with the latest developments in the fast-moving oil and gas industry and obtain up-to-date information and contacts. It is expected that the event will contribute to the further development of the sector of the Georgian economy.

The goal of the **Cost Accounting Systems** training course was to increase the financial management capacity of the Ministry of Agriculture and Food (MoAF) by acquainting the financial officers, accountants, and a select group of specialists with cost accounting and management systems. The program took place in Tbilisi from April to June, 2005 and was headed by Mr. Paata Mikadze, Chairman of the Board of the Georgian Federation of Professional Asset Valuators, and a Lecturer at the Georgian Federation of Professional Accountants and Auditors. Three month training course was extension of a six-month training course on cost accounting and management practices funded by World Bank through RAPA project.

During the training course the participants were acquainted with how cost information is used in the management process and with the values generated by the financial accounting system that may affect the quality of cost information as well as how to design the cost reports tailored to management needs and preferences. The program enabled the participants to identify and analyze advantages of using cost accounting for management purposes in addition to the advantages of accrual accounting for financial reporting.

In particular, the training course covered the following topics:

• Basic Cost and Management Accounting Concepts
• Activity Cost Behavior
• Activity Based Costing
• Job-order Costing
• Support-Department Cost Allocation
• Functional and Activity-Based Budgeting
• Standard Costing A Managerial Control Tool
• Performance Evaluation in the Decentralized Organizations
• Segmented Reporting and Performance Evaluation
• Cost-Volume-Profit Analysis: A Managerial Planning Tool
• Tactical Decision Making
• Capital Investment Decisions
• Standard Costing Systems

The participants were divided in two groups. The training course took place twice per week for each group. The final test on all topics covered during the program was conducted on June 27.
The following are recommendations and the highlights from participants' action plans:

- To establish a modern management system at the MoAF;
- To elaborate proper fund planning and controlling system;
- To ensure proper fund management;
- To increase employees knowledge;
- To arrange the series of trainings for the employees;
- To increase duration of the training course;
- To pay more attention to practical aspects of training.

The goal of the Analytical Centers Program was to increase the efficiency and capacities of analytical centers in Georgia to gather and analyze information related to unlawful activity (smuggling, unlicensed import, production and sales) that impair the GoG's abilities to collect the appropriate licensing/registration, customs and tax revenue. The program aimed to increase the centers' understanding of the importance of information networks/sources, and how to best utilize those sources to obtain sector- and market-specific information.

The program was held on-premise at one of the centers from June 24 to June 28, 2005. Ten participants represented the centers, SARGOR, and the Tax Inspectorate attended. Prior to the training event consultations were held by the training provider and representatives of Analytical Centers, the GoG and private researcher groups. The course was conducted by George Dennis Associates - Competitive Intelligence Training and Services from the US.

The training event focused on the role of competitive intelligence within the structure and framework of the centers; the notion of competitive intelligence and its role in promoting the public-private policy dialogue vis a vis illicit activities; competitive intelligence as a tool for revenue enhancement and identification and monitoring of activities that can negatively impact economic growth, development, and revenue collection through alternate, non-traditional sources.

After completion of the training course the participants developed the action plans, a sampling of which is as follows:

- To create joint working groups in order to promote further cooperation on information exchange;
- To conduct the series of trainings for other interested groups;
- To improve the legislative base, administration system and strategic management methodology for revenue enhancement measures.

Of note, the Analytical Centers program was quite successful in its ability to adapt competitive intelligence techniques to information gathering in the context of Georgia through very practical and hands-on exercises and case studies made possible by the preliminary research and preparatory meetings conducted by the training providers in cooperation with the START program. In fact, it was during the consultation phase that two Georgian research firms were enlisted to make present at the event on information-gathering resources already available in the country.

**STRATEGIC OBJECTIVE 1.51: A Foundation for a More Sustainable Energy System**

The goal of the Conference on Biogas Development in Georgia was to improve awareness on renewable energy technologies, in particular, biogas, to promote the development of renewable energy sources in Georgia, to support the usage of alternative energy sources, and to encourage the local development of the biogas technologies and services, as well as to promote economic development and
enhance energy efficiency through improved biogas resource management and the implementation of new technologies/programs. The conference was initiated by the NGO Bio-energy. The event was held at Marriott Courtyard Hotel on May 31, 2005 with more than 30 participants in attendance. The conference exposed the participants to a diversity of biogas potentials in Georgia and provided them with in-depth information on the practical applications of biogas and biogas digesters.

The goal of the Environmental Reg 216 training course was to provide an overview of 22 CFR 216, USAID environmental procedures, environmental impacts and mitigation & monitoring of small scale infrastructure and related projects, to ensure the implementation of US Government environmental procedures by USAID partner organizations, to raise awareness of environmental impacts and mitigation and to educate and inform partner organizations regarding Federal Regulations and USAID policies and procedures for compliance with 22 CFR.

The training was held at Mtshketa Palace Hotel, in Mtshketa, from June 22 to 24, 2005. The event was organized by USAID/Caucasus Mission in partnership with USAID's Bureau for Europe & Eurasia (E&E) and was delivered by Mohammad A Latif, P.E., R.E.A. Europe & Eurasia (E&E) Regional Environmental Officer (REO). The three-day course was mainly for USAID implementing partners, NGOs, Government Officials and others (CTOs and MEOS) who are involved in implementation of activities having a potentially adverse impact on the environment.

STRATEGIC OBJECTIVE 2.31: More Effective, Responsive and Accountable Local Governance

The goal of the Bar Association Development program was to assist in the creation of the Bar Association of Georgia, as well as define its roles and responsibilities. The program took place in Gudauri, January 13-15, 2005 and was conducted by international experts seconded by ABA and local trainers who facilitated the small group discussions. The participants were public and private lawyers/advocates and judges who are currently involved in forming the bar in Georgia. During the seminar the participants were broken down into 3 thematic groups:

1. Goals and Activities of the Association
2. Governing Council of the Association
3. Ethical Principles and Disciplinary Procedures

It should be noted that the draft version of these key documents was created by the ABA working group prior to the training and the draft was distributed to the participants at the beginning of the program. After a 3 day of intensive work, the participants finalized the draft and created the policy for the foundation and operations of a Bar Association of Georgia.

The goal of the Moot Court Competition program was to contribute to building a cadre of professional Georgian lawyers in Georgia by exposing them to knowledge, experience and perspectives in the field of international law. The Phillip C. Jessup International Law Moot Court Competition was organized by International Law Students' Association (ILSA) and was held in Washington D.C., March 27 – April 2, 2005.

The START-sponsored Georgian team, that consisted of 4 members and a coach, placed 47th (of 108 teams represented) in the Written Memorandum section and 55th (of 103) in the Oral Presentation section. This is a much better result than Georgian participants of less developed international have obtained in the past. At the end of the program the program participants developed action plans, including the following ideas:
1. Foundation of an NGO chaired by the participants that would aim to strengthen university students' knowledge, skills and experience in international law and that would be regularly organizing moot court competitions for law students in Tbilisi and the regions;

2. Creation of the South Caucasus regional network of Jessup International Moot Court Alumni;

3. Organization of trainings and educational meetings for future lawyers;

4. Dissemination of information about the Jessup among the professors and students of law departments within the State University.

The Conference on New Developments in Governmental Financial Management was held in Miami, Florida, May 2-6, 2005. The conference, hosted by the International Consortium on Governmental Financial Management (ICGFM), was the nineteenth in a series of annual events aimed at exploring current developments in governmental financial management. The target participants for the conference were key government financial managers and professionals who provide essential financial management services to governments around the world. A further aim of the 2005 conference was to provide "actionable ideas for progressive government financial managers." Georgia was represented by the Chairman and Vice Chairman of Chamber of Control (CoC).

The program provided a week of valuable opportunities and experiences, beginning with three days of presentations, case studies, and interactive discussions on how government financial offices use good financial management practices and technology to fight corruption, improve transparency and strengthen accountability and, thereby, promote development. Special emphasis was given to best practices and lessons learned. One afternoon was reserved for delegates to schedule meetings or to participate in special discussion sessions. The final two days of the event-packed week were specifically focused on auditing and accountability. Throughout the week, attendees enjoyed networking with their peers, donor representatives, and consultants at meals, breaks and informal evening events. In the conference plenary sessions, international experts and government practitioners shared their insights and experiences and present best practices and lessons learned:

- Building a climate where citizens demand transparency and accountability.
- Coordinating roles and fostering collaboration among government leaders to strengthen the financial management systems that support good governance.
- Building relationships between departments and agencies and across all levels of government.
- Evaluating and measuring progress in the battle against fraud and corruption.
- Applying new tools and methodologies to assess and address risks and to prevent and detect fraud, waste, and mismanagement.
- Developing and introducing standards to support these efforts.

The goal of the Peace-building and Development Program was to assist in the development of skills and practical tools for analyzing and responding to conflict in inter-group, communal, and public life, as well to foster both the reflective awareness and hands-on competence required to guide the process of reconstructing and reconciling broken group relations. The course also aimed at promoting peace-building, inter-group dialogue and inter-communal reconciliation, and to demonstrate the positive impact that conflict management efforts can have. The course was organized by the American University School of International Service, in Washington, DC from June 27 to July 16, 2005.

The program participant, Ms. Tamar Tsikhristavi, Head of the Political and International Relations Department of the Ministry of Conflict Resolution Issues, was provided a multitude of relevant opportunities to enhance her professional and personal experiences. The participant was exposed with various approaches to mediation, negotiation, facilitation, reconciliation and dialogue, with a particular emphasis upon conflict-torn and developing regions. The Peace-building and Development Summer
Institute is one of the first academic and practical training programs specifically organized to bridge the two issues of peace-building and development.

**STRATEGIC OBJECTIVE 3.4: Increased Use of Social and Health Services and Changed Behavior**

The goal of the World Health Day Conference was to raise the awareness of the general public and health care providers in particular on mother and child health issues and to highlight the importance of the theme through media exposure as well as to provide the MHLSA and other health care providers of Georgia with an opportunity to showcase and become more acquainted with activities in the health sector and to outline their collective thinking for the future. The conference was organized by USAID/C/HSD office, in coordination with the GoG/MHLSA, the UN (WHO and UNICEF) and their implementing partners.

The conference was held at Marriott Courtyard Hotel on April 7, 2005. More than 250 participants attended the event. Among honored guests were the high level officials from UNICEF, the World Health Organization (WHO), the US Embassy and USAID. The First lady of Georgia, Sandra Rouloves, opened the event.

The goal of the Conflict Transformation across Cultures (CONTACT) Summer Program at the School of International Trainings was to expose participants to skills and practical tools for analyzing and responding to conflict in inter-group, communal, and public life as well to foster both the reflective awareness and hands-on competence required to guide the process of reconstructing and reconciling broken group relations. The course was conducted by the School for International Trainings (SIT) in Brattleboro, Vermont, USA from May 27 to June 17, 2005.

SIT offered a three-week course on the professional development of peace-builders and their communities. The program exposed the participants with core skills and practical tools for analyzing nonviolent conflict transformation, with a special emphasis on building systems of peace in places of deep-rooted conflict. The program utilized a participatory, experiential approach that included case studies, simulations, role-plays, group work, and other innovative educational methods. The course provided the participants with new understanding of how to confront the past, intervene in the present, and create a shared vision for a secure and sustainable common future. At the end of the training program the participants developed the action plans. The following are a sample of some ideas reflected in those plans:

- To develop a practical manual on conflict transformation issues;
- To arrange a summer peace-building camp for Georgian and Abkhaz children in Turkey, in September, 2005.

**STRATEGIC OBJECTIVE 4.2 : CROSS CUTTING PROGRAMS**

The training program on Effective Media Outreach Strategies was designed in an effort to create a corps of confident, well-equipped public relations professionals working to publicize USAID-funded projects in Georgia. The goal of the training program was to assist PR staff of USAID/Georgia partner agencies in obtaining the basic communication skills and tools necessary for a systematic approach to their relations with public and, thus, the ability to more clearly convey their messages to beneficiaries, media, governmental and international institutions and the general public. The event was organized at Courtyard Marriott in Tbilisi, June 20 and 21, 2005 and was conducted by Mr. Gerard Braud, communications consultant from the US. The following specific topics were addressed and discussed during the training:
Approximately 30 participants representing various USAID-funded projects and partner organizations attended the training program. The trainer used diverse teaching methodology, including video presentations, role playing and case studies to acquaint participant to the basic principles and techniques of public relations and publicity. The level of participation was very high; discussions were lively and interesting with healthy opinions expressed. For case studies and discussions, real life examples were used which were taken from the activities of various projects implemented in Georgia. This method was very effective and made discussions and reviews of given tasks more challenging.

**Cost Containment**

In procuring the training provider for the *Analytical Centers* program, World Learning negotiated a reduction in the tuition fee in the amount of $30,000. The program also saved a substantial amount by catering the event on-site at the Analytical Center as oppose to an "inclusive" facility, effectively saving an additional $13 per person per day. Total savings realized for the program was $30,650.

**III. UPDATE ON FEE FOR SERVICE ACTIVITY**

In addition to implementation of the START Participant Training Program, World Learning is also responsible to provide training services to USAID-funded implementing partners on a fee-for-service (FFS) basis upon request. Training FFS services are provided within the framework of the USAID ADS 253 and E & E Handbook on Participant Training. These activities are most often associated with, but not limited to the US-based training and include obtaining J-1 visa, facilitating medical reviews, arranging for HAC insurance, conducting English Language testing, etc. World Learning enters into an agreement with the USAID-funded implementers for the specific training support services.

For the reporting period, World Learning negotiated and signed the following eight (8) FFS agreements: five with American International Health Alliance (AIHA), two with United States Telecommunications Training Institute USTTI (one of which was cancelled) and one with Core International. All of these agreements have been completed with the exception of the Core International program which is in progress at the time of writing this report. (Please see *Attachment B: Matrix of Fee-for-Service Contracts*).

The total number of participants processed under Fee for Service Agreement during this period was 16, of whom 75% are women.
IV. QUARTERLY SUMMARY OF FOLLOW-ON FINANCING ACTIVITY (FoF)

The following follow-on funded projects were completed and/or launched during the reporting period:

1. **Introduction of HACCP Principles** (Implementation dates: February 20 – July 28, 2005);
2. **Let’s Learn Together - Movement Against Disability Discrimination** (Starting date: April 10, 2005);
3. **Inclusive Learning - Friendly Environment** (Starting date: May 25, 2005).

V. QUARTERLY ADMINISTRATIVE OVERVIEW

**Personnel/HR Management**

With the extension of START project activities until August 2006, staff contracts have duly been extended through 2005. The START program Task Order was also supplemented with $1.4 in additional funding during the reporting period in order that the program may meet the mission’s demand for START services through the extended program completion date.

**Inventory**

After conducting physical verification of office inventory items a detailed report was compiled and submitted to the World Learning Headquarters in Washington at the end of June, 2005. A copy of the report is available upon request.

VI. UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS

During the reporting period, World Learning installed the data base system TraiNet2 at two USAID partner organizations: BearingPoint Fiscal Reform project and the DAI Government of Georgia Support Project at the State Chancellery. Attached please find a listing of all TraiNet Users and Their Statuses (*Attachment C*).

The TraiNet2 data collected during the reporting period is being submitted to USAID Washington concurrent with this report. The following is a summation of the data processed through the TraiNet system during the reporting period:

- In-country training events: 24 (5 partner and 19 WL programs);
- Third-country training events: 10 (3 partner and 7 WL programs);
- US-based training events: 14 (7 partner and 7 WL program);
- Total number of participants: 1181 (558 males and 623 females - of these, 514 males and 313 females were sponsored by World Learning/START).

VII. SEMI-ANNUAL 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 IV.

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: During the period, World Learning was not mandated by USAID to conduct any needs assessments or performance analyses.

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: World Learning is pleased to report that, for the first time since the beginning of the START, Georgia program in January of 2002, the program was able to consult directly with implementing partners and SO teams on the development of the 2005 training plan. The effects of this were multiple. First and foremost, with a more complete understanding of the objectives, structure and practical details of START, all USAID implementing partner organizations were, for the first time, able to present program ideas to the SO teams that were better targeted interventions that met the criteria set forth in the START Task Order. Second, due to this, the true level of demand for START activities within the mission was gauged at a very high level (more than $4 million in programs were requested). Third, the SO teams themselves had a more targeted set of interventions to choose from, and forth, the START program now therefore has the opportunity to provide more targeted assistance and results.

During the implementation of programs for the reporting period, World Learning continued to work intensively with the mission across all SO teams and mission partners to plan and execute the training interventions. Through an intensive coordination process, World Learning worked with SO Teams and consulted with the Mission's Technical Assistance implementing partners and other stakeholders, to review the goals and develop objectives and activities for all approved training programs. As in the past, all training programs that were developed during this period were directly linked with the mission strategic objectives. Similarly, all training events were formally reviewed by the Activity Manager(s)/Technical Officer, the SO team leader, the START program CTO, and the Training Coordinator (Program Officer) a minimum of three times prior to implementation of each specific event. The agreed-to timeframe (original or revised) as well as objectives, activities and all other relevant specifics of the events, including anticipated impact, were also reviewed and approved through this process. Additionally, World Learning worked with partners to ensure that there was no duplication of efforts in terms of training among USAID funded technical assistance providers.

At the same time, World Learning consulted with all stakeholders, including potential participants and participant organizations, to design scopes of work (included in RFTPs sent to potential training providers) and participant and training provider selection criteria met the most critical human development and skills-building needs of participants in a very efficient and targeted manner.

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 under the START program, World Learning worked with the SO teams and implementing partners to develop thoughtful and strategic approaches to determine the most appropriate participant profile for each program. In some cases, participants were nominated by USAID technical assistance partners and stakeholders (government, NGO private sector partners,
etc.) and the final list of participants was submitted to the SO team for approval. 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, the strategic approach to participant recruitment and selection was included in the Training Intervention Request Form (TIRF), with specific participants nominated by committee under the criteria, approved in the Training implementation plan (TIP). Finally, through pre-departure orientations or pre-event interventions, World Learning discussed the details of the program (objectives, expectations, funding source), with all participants, and worked intensively with participants on action planning throughout the training events. In some instances, such as ICTs and TCTs, the action planning process was facilitated by proxy through the WL-contracted training provider. In all cases where possible and applicable, World Learning facilitated post-event debriefing sessions, gathering the returnee participants and representatives from USAID and World Learning to discuss specifics of the event, action plans developed by the participants, and potentials for follow-up and other future activities.

Of interest, the START program trained more female than male participants than male participants during the reporting period.

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 continued to work with SO teams and their partners to review and revise the goals and objectives of individual training programs to ensure that new and relevant skills were included within the expected results of training. As noted above, World Learning also made dramatic efforts to coordinate with the mission’s technical assistance implementing partners and other stakeholders (including, of course, training providers) to ensure that objectives and activities undertaken under any given event provided the most effective use of activities, materials and learning methodologies in meeting of exceeding the requirements of the training request.

World Learning will continue to work with the mission to support the SO teams to identify potential training interventions that better address the systematic changes that need to take place within an organization 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 six pre-departure orientations for a US based training and 14 pre-departure orientations for third-country training. In all cases the pre-departure orientation list was used as a basis for discussion and the training implementation plan was discussed in detail. Additionally, the pre-departure orientations included a session on action planning at which point the participants were given a document that includes 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, follow-through during the event is not guaranteed. World Learning has therefore continued to make an asserted effort to promote a more intensive level of coordination between WL program staff and selected training providers regarding the substance and message conveyed to participants during the action planning components that must occur.

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: World Learning continues to provide all participants with the highest level of service regarding administrative support prior to and during training events. World Learning continues to work very closely with all training providers to ensure that the events are indeed interesting, relevant, enjoyable, and that the atmosphere of the event encourages active participation. Through the monitoring of events, World Learning staff is encouraged, and have actively worked with training providers, to ensure that the presentation style, learning methodology and materials presented during any given event promote participation and intellectual stimulus.

The following are summary results of administrative evaluations for programs conducted during the reporting period, chosen at random:

<table>
<thead>
<tr>
<th>In-country Training – Gudauri</th>
<th>Average Rating</th>
<th>Percent Rated 4/4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>3.92</td>
<td>98%</td>
</tr>
<tr>
<td>Transportation</td>
<td>3.77</td>
<td>94%</td>
</tr>
<tr>
<td>Training Materials</td>
<td>3.92</td>
<td>98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In-country Training – Borjomi</th>
<th>Average Rating</th>
<th>Percent Rated 4/4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>3.83</td>
<td>96%</td>
</tr>
<tr>
<td>Transportation</td>
<td>3.52</td>
<td>88%</td>
</tr>
<tr>
<td>Training Materials</td>
<td>3.91</td>
<td>98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Third-country Training – Poland</th>
<th>Average Rating</th>
<th>Percent Rated 4/4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>3.71</td>
<td>93%</td>
</tr>
<tr>
<td>Transportation</td>
<td>4.00</td>
<td>100%</td>
</tr>
<tr>
<td>Allowances</td>
<td>4.00</td>
<td>100%</td>
</tr>
<tr>
<td>Training Materials</td>
<td>3.86</td>
<td>96%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Third-country Training – Czech Republic</th>
<th>Average Rating</th>
<th>Percent Rated 4/4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>3.60</td>
<td>90%</td>
</tr>
<tr>
<td>Transportation</td>
<td>4.00</td>
<td>100%</td>
</tr>
<tr>
<td>Allowances</td>
<td>4.00</td>
<td>100%</td>
</tr>
<tr>
<td>Training Materials</td>
<td>3.60</td>
<td>90%</td>
</tr>
</tbody>
</table>

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: During the reporting period, World Learning continued the process of tracking the activities of larger numbers of "graduate" participants. As events passed the six-month anniversary of completion, World Learning contacted the majority of graduate participants through site visits, telephone interviews, email correspondence, and proxy interviews in the regions through its TA partner organizations. The purpose of this activity is to encourage graduate participants to address their action plans, to network, and to inquire as to potential performance hindrances, as well as to, of course, elicit feedback from the participants regarding activities undertaken as a result of the training event. Through a comparative analysis of those activities via a vis the participants' action plans and exit evaluations, World Learning continues the process of soliciting feedback on the effectiveness of training events, as well as the commitment and willingness of participants to follow through on the action plans developed during the event. Samples of the results, in the form of "Success Stories" are contained throughout this report.
VIII. SEMI-ANNUAL REVIEW OF LOCAL TRAINING PROVIDER STRENGTHENING

World Learning continues to develop a list of local training providers that are used to identify providers for specific programs based on a review of their capacities. As regards the partner training and workshop that was previously planned, it has been removed from the training plan at the request of the mission.

IX. SEMI-ANNUAL REVIEW OF PROGRESS ON GENDER DEVELOPMENT

When participant lists are being developed for programs, World Learning is careful to ask the nominating organization/office to consider the nomination of women who match the approved participant selection criteria. This is particularly important in sectors where initial participant lists more often than not yield men exclusively. When asked to consider gender when developing participant lists, partners are very often able to include appropriate female candidates in the participant lists. World Learning will continue to promote the inclusion of women by looking for creative and effective ways to encourage partners to make participant nominations from a base of equality, as well as for the mission to continue pursuing gender-based training programs.

The number of persons participating World Learning programs during the reporting period totaled 1071 of whom 514 (48%) were males and 557 (52%) females.

Please see Attachment A (TrailNet Report) for the per-program gender composition of the START programs for the period.

X. SEMI-ANNUAL REVIEW OF UTILIZATION OF MINORITY SERVING INSTITUTIONS AND HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

The following UST programs were implemented during the reporting period:

<table>
<thead>
<tr>
<th>Program</th>
<th>Institution/Agency</th>
<th>Status Regarding Use of MSIs/HBCUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Developments in Governmental Financial Management</td>
<td>The International Consortium on Governmental Financial Management (ICGFM)</td>
<td>N/A: Conference</td>
</tr>
<tr>
<td>Conflict Transformation across Cultures</td>
<td>SIT</td>
<td>N/A: Off-the-shelf Course</td>
</tr>
<tr>
<td>Peace-building and Development</td>
<td>The American University School of International Service</td>
<td>N/A: Off-the-shelf Course</td>
</tr>
<tr>
<td>Moot Court Competition</td>
<td>International law Students' Association (I.L.S.A)</td>
<td>N/A: Off-the-shelf Course</td>
</tr>
</tbody>
</table>
As regards World Learning’s plans to employ MSIs for future programs, it must be noted that there are currently no academic, or long-term study tours planned for the duration of the remainder of the WL contract. World Learning will, however, make every effort to include MSIs in training provider recruitment processes for all other relevant programs in the future.
This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Institute of International Education, from January 1, 2005 through March 31, 2005, under the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract (IQC) No. EEF-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: Supervisor’s Seminar for Strategic and Business Planning and Change Management – List of Attendees

Attachment B: LDP-I “Success Stories” Meeting – List of Attendees

1. 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

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) program. Each serves as an assistant instructor/observer for LDP-II participants. As of this report, all twelve TTT-trained LDP-I graduates have delivered training during LDP-II.

Overview of LDP-II participants:

- At the beginning of this year's program, twenty-seven Telecom Egypt employees were participating in LDP-II. One participant withdrew from the program because of illness; there are currently twenty-six in the program.
LDP-II participants recently completed their month-long U.S. Based Internship and are now entering the final phase of the program as they finalize their Change Management Proposals.

Overview of LDP-III participants:

During this quarter, the application process (i.e., nominations and testing) continued and resulted in the referral of forty candidates to the Targeted Selection phase. In March 2005, Telecom Egypt Human Resources issued another organizational announcement to request additional nominations for LDP Class III. This action was important because the forty candidates identified through the Telecom Egypt succession plan fell short of the optimum number (i.e., 70-75 candidates) of candidates required to select twenty-five LDP III participants. Additional nominations were accepted and approximately three hundred candidates took the Test for English as a Foreign Language (TOEFL) examination. Interviews to select the final group of candidates are scheduled for April 2005.

All of the activities listed below were scheduled and completed this quarter.

A. Program Highlights


The seventh course for LDP-II, “Economics and Finance,” was designed and delivered by the Center for Adult and Continuing Education (CACE) at the American University in Cairo (AUC). This course provides a macro-economic perspective of economics and finance. This course provides participants with a first-hand look at how business decisions are made in a competitive market and how global trends affect the bottom line of profit and loss within the greater context of the impact of economic and financial decisions on organizational structure, risk management, and use of capital. Dr. Ashraf El Sharkawy (AUC) delivered this course.

2) January 17 and 26 - 27, 2005 – In-Country Internship

The second in-country internship scheduled for LDP-II consisted of a three-day program that incorporated on-site visits and presentations made by private and public sector organizations. The participating organizations included IBM, QuickTel, and the National Telecommunications Regulatory Authority (NTRA).

The visits provided a beneficial learning experience for the LDP-II participants. Their exposure to colleagues within the same industry created 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 accounts follow:

The first on-site visit was conducted on January 17, 2005 at the QuickTel headquarters located in El Maasra, Maadi, Cairo. The host for the group was Mr. Mohamed Arafat, Human Resources Director. The visit included presentations that focused on the company’s vision, mission, corporate culture, marketing.
strategies, human resources policies and practices, and customer service. Mrs. Hala Hamada, Leadership Development Center Director and Eng. Ahmed Saleh, Leadership Development Center Training Manager, accompanied the group during this visit.

The second on-site visit was conducted on January 26, 2005 at the National Telecommunications Regulatory Authority (NTRA) headquarters in Smart Village, 6th of October City, Cairo. The host for the group was Ms. May Helbawy, Human Resources Director. The visit consisted of presentations related to NTRA’s vision and mission, organizational structure and customer care. In addition, other presentations were made that addressed the history of the NTRA and outlined the current charter of the NTRA to include policy and licensing, competition safeguards, interconnection directives, frequency spectrum management, consumer awareness, and research and development. Eng. Ahmed Saleh, Leadership Development Center Training Manager, accompanied the group during this visit.

The third on-site visit was conducted on January 27, 2005 at IBM located in Smart Village in 6th of October City, Cairo. The host was Mrs. Dina Galal, Communications Manager. The visit consisted of presentations from four staff members who covered a wide range of topics including IBM’s mission and organizational values and climate, management styles, human resources strategies for the recruitment and retention of employees, and IBM’s contributions to Egyptian society. Mrs. Hala Hamada, Leadership Development Center Director and Eng. Ahmed Saleh, Leadership Development Center Training Manager, accompanied the group during this visit.

3) January 18, 2005 – LDP III Application and Selection Process

The LDP III application and selection process continued this quarter using Telecom Egypt’s succession planning initiative (i.e., managers and supervisors identified as potential successors to the current General Managers) to identify LDP candidates. As a result, one hundred and six (106) Telecom Egypt supervisors and managers met the eligibility requirements for LDP consideration.

4) January 30 – February 17, 2005 – Strategic and Business Planning and Change Management

The eighth and final course for LDP-II, “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. Mr. 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 graduates attended the course as observers/assistants and each presented one chapter from the course.

5) February 4, 2005 – Pre-departure orientation for U.S. Based Internship

Mr. Joseph Ghanem (IIE) and Mr. Joe Mezlo (RGI) held the annual pre-departure orientation with the LDP-II 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 in Pennsylvania and the Washington, D.C. metro area. Further, Mr. Mezlo explained to participants their
responsibilities during assignments with host organizations such as MCI, Verizon, D&E Communications, Inc. and the Pennsylvania Public Utility Commission.

6) February 6-9, 2005 – Test of English as a Foreign Language (TOEFL)

One hundred and six (106) LDP III candidates underwent the TOEFL examination. 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. During the week of February 6, Eng. Mostafa Haiez, Training Department Sector Chief, administered the TOEFL examination. At the conclusion of the grading, forty (40) candidates achieved an acceptable TOEFL score.

7) February 14, 2005 – Supervisor’s Seminar

The final supervisor’s seminar for LDP-II 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 eighth course of LDP-II, “Strategic and Business Planning and Change Management.” Mr. Ray Trujillo (IIE) opened the meeting with welcoming remarks for the attendees and introduced the presenters. Ms. Leida Noriega-Wilson (RGI) followed with her presentation. As part of the program, two LDP-II participants delivered presentations applying one of the concepts covered in the course using a Telecom Egypt business application. [See Attachment A for list of attendees.]

8) February 17, 2005 – 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-II participants. The discussion addressed topics that included a brief outline of the finalized schedule of events, cultural awareness issues, hotel information, U.S. security and immigration issues, banking needs and participant’s responsibilities. Eng. Soheir Ghalia, USAID Project Officer, attended this session.

9) February 27 - March 27, 2005 – U.S. Based Internship

Twenty-five interns participated in this year’s U.S. based internship, which was hosted by Rudis Group International in Exton, Pennsylvania. One participant joined the group approximately ten days late because of visa delays. Because of current visa clearance procedures at the State Department, three participants—one from LDP I and two from LDP II—did not receive their visas in adequate time to participate in this year’s program. Plans are underway to secure management approval to include those participants in the 2006 internship.

On March 28th, the LDP participants returned from their month-long U.S. based internship. The internship provided the LDP participants with a practical work experience with 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 DC representatives to discuss cultural and safety issues, complete Internal Revenue Service forms, and receive per diem:
• Visit AT&T for tour and presentations by company staff. Presentations covered company vision, organizational structure, human resources model for recruitment and retention of staff, downsizing initiatives, job structuring and network security.

• Visit the University of Pennsylvania, Wharton School Panel on Leadership, to observe panel presentations from business leaders regarding leadership best practices;

• Participants attended a reception sponsored by the Global Interdependence Center, a private not-for-profit organization affiliated with University of Pennsylvania. Participants were provided the opportunity to network with leaders from the Philadelphia business community who represented a variety of industries including financial management, legal, entrepreneurial and wealth management. Eight participants were involved in the delivery of presentations that covered topics about Telecom Egypt, the Leadership Development Program, Egyptian culture, etc.

• Visit Verizon in Philadelphia, Pennsylvania for a tour and presentations by Verizon staff. Presentations were made by functional managers in the areas of engineering, operations and maintenance, human resources and customer service;

• Visit the Pennsylvania Public Utilities 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. The briefings also defined the role of the Consumer Advocate and addressed regulations pertaining to land line vs. cellular communications and tariff issues.

• Tour of the Pennsylvania State Capitol;

• Visit 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.

• Visit the National Telecommunications and Information Administration (NTIA) office in Washington, DC. NTIA executives delivered presentations on the organization’s role in insuring that interstate telecommunication regulations are equitable and stable in the face of a changing national business profile. Presentations also outlined how the agency is the principal voice on domestic and international telecommunications and information technology issues;

• Visit Nextel Communications in Reston, Virginia for a tour and presentations by company staff. Presentations highlighted the company’s mission and vision as it relates to reaching customers and gaining market share, customer care and government initiatives. Nextel representatives also shared the company’s "best practices" in the area of Human Resources by outlining the newly developed leadership and performance management structures. The
structures included the process used for identifying potential leaders, succession planning, mentoring and employee life-cycle model.

- Visit the 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 related 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 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. Four participants were assigned to D&E Communications in Exton, PA, six with MCI in Rye Brook, N.Y., two with MCI in Piscataway, N.J., two with MCI in Parsippany, N.J., two with MCI in Ashburn, VA, two with the Pennsylvania Public Utility Commission in Harrisburg, PA and seven with Verizon in Baltimore, MD. At three host locations, participants delivered presentations that covered topics about Telecom Egypt, the Leadership Development Program and the Egyptian culture. During this eight-day segment of the program, there were two highlights especially worthy of mentioning. At D&E Communications, the local television affiliate and local newspaper interviewed participants about their U.S. internship experience. At the Pennsylvania Public Utility Commission, the participants were acknowledged in a brief article and photo in the commission's organizational newsletter.

- The day before returning to Egypt, participants 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 is preparing a summary report of the internship as well as the participants' feedback. A copy of this report will be distributed to each of the interns, to USAID and to Telecom Egypt.

Preliminary feedback received from host companies and regulatory bodies noted that they were impressed with the sophistication of the interns' questions, depth of their knowledge and the perspectives they shared. A more detailed report documenting this feedback is forthcoming.

The internship program proved very 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.


At the request of Mr. Joseph Ghanem (IIE), Mr. Abdel Hamid Hamdy, Telecom Egypt Vice Chairman for Human Resources, issued an organizational announcement to solicit additional nominations for LDP Class III. This action was important because only forty candidates identified through the Telecom Egypt succession plan attained the TOEFL score acceptable for referral to the Targeted Selection interview. As a result, the Telecom Egypt Human Resources department issued the notice, accepted nominations
through mid-March and scheduled the TOEFL examination for approximately three hundred candidates. Targeted Selection interviews will re-commence in mid-April 2005 for the new group of candidates.


Forty candidates interviewed under Targeted Selection for LDP Class III. Six panels comprised of trained executive and senior level managers conducted the interviews. Interviews took place in individual Telecom Egypt executive offices located in Opera, Nasr City and Ramses and lasted approximately 1–1.5 hours each. Panels 1 and 2 interviewed six candidates; panels 3, 4, 5 and 6 interviewed seven. Mr. Joseph Ghanem (IIE) and Mr. Ahmed Saleh, Leadership Development Center Training Manager, attended several of the panel interviews and served as observers.

12) March 20, 2005 – LDP I “Success Stories” Meeting

In coordination with IIE and the Leadership Development Center, LDP-I graduates met at the Center to share their achievements since returning to the workplace after graduation. Mr. Abdel Hamid Hamdy, Vice Chairman for Human Resources and the participant’s managers were invited to attend. [See Attachment B for list of attendees.] Mr. Joseph Ghanem (IIE) and Eng. Ahmed Saleh, Leadership Development Center Training Manager facilitated this activity and opened the meeting with welcoming remarks and explained the purpose of the meeting. Four participants made presentations highlighting their recent accomplishments and described their plans for the future. At the conclusion of the presentations, Mr. Abdel Hamid Hamdy opened up the floor for questions. Many issues were raised, but one common theme was the use of participants after their return to the workplace. He noted that Human Resources and the Leadership Development Center would do more to enhance the follow-up program and be more aggressive with the managers not fully using the LDP graduates. Eng. Soheir Ghali, USAID Project Officer, also participated in this meeting.

13) March 27, 2005 – Chairman’s Meeting with the Graduates of LDP Class I

IIE arranged a confidential meeting between the Telecom Egypt Chairman and the graduates of LDP Class I. The purpose of the meeting was to assess the potential of the graduates for future leadership roles within Telecom Egypt, to listen to the graduate’s successes and obstacles faced since their reintegration in the workplace, and to determine the effectiveness (i.e., full use of graduates) of the post-LDP follow-up system. The Chairman had dedicated two hours for this meeting, but it lasted three hours. At the end of the meeting, the Chairman determined that a follow-up meeting would be scheduled to address remaining issues.

14) March 30 – April 29, 2005 – Change Management Proposals

The LDP-II participants began finalizing their Change Management Proposals. Each proposal outlines the participant’s application of the LDP concepts to a real life managerial challenge in their workplace. The participants will perform in-depth analyses of the issues, set forth recommended solutions, and propose a strategy for implementation. Each participant is required to submit the final version of his/her Change Management Proposal to the IIE/Leadership Development Center staff on April 24 for evaluation and grading. Participants will also begin their final presentations during the same week.

The interns attended a post-training re-entry follow-on meeting conducted by Ms. Somaya Zakaria, Training Specialist at the Mission Training and Education Department. The purpose of the meeting was for USAID to evaluate the effectiveness of the recently completed U.S. Based Internship. The LDP participants were asked to complete surveys and discuss the internship activities with Ms. Zakaria. The meeting lasted approximately two hours and attendance was limited to Ms. Zakaria, the interns, and Eng. Soheir Ghali, USAID Project Officer.

B. Scheduled Activities for Next Quarter

<table>
<thead>
<tr>
<th>Activity</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted Selection Interviews for LDP III</td>
<td>March – May 2005</td>
</tr>
<tr>
<td>Targeted Selection Data Integration &amp; LDP III Final Selection</td>
<td>May 2005</td>
</tr>
<tr>
<td>Change Management Proposals – Development Presentations</td>
<td>March 30 – April 28, 2005</td>
</tr>
<tr>
<td>Train-the-Trainer 1 (Part II) Class I</td>
<td>April 3 – 14, 2005</td>
</tr>
<tr>
<td>Train-the-Trainer 2 (Part I) Class II</td>
<td>May 8 – 26, 2005</td>
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<tr>
<td>AUC Placement Test – LDP III</td>
<td>May 30, 2005</td>
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<tr>
<td>LDP III Graduation</td>
<td>June 2005</td>
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<tr>
<td>LDP III Orientation</td>
<td>June 7, 2005</td>
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<tr>
<td>English for Workplace Communications (AUC)</td>
<td>June 12 – July 7, 2005</td>
</tr>
</tbody>
</table>

III. CONCERNS/CONSTRAINTS

A. Administrative Issues

1) Leadership Development Center Staff: Following the resignation of Mrs. Hala Hamada, Leadership Development Center Director, Telecom Egypt initiated the recruitment process to fill the vacancy.

B. Program Issues

1) LDP III Application Process: After employing the use of the Telecom Egypt succession plan (i.e., managers and supervisors identified as potential successors to the current General Managers), one hundred and six (106) Telecom Egypt supervisors and managers met the eligibility requirements for LDP consideration and were scheduled for the Test for English as a Foreign Language (TOEFL). The results of the TOEFL examination concluded that only 40 candidates met the acceptable score to proceed to the Targeted Selection interview. Based on prior experience, the optimum number of candidates required for the interview phase is approximately 70-75, which is considerably more than the number of candidates currently available for interview.
IV. RECOMMENDED ACTIONS

A. Administrative Actions

1) Center Staff: Mr. Joseph Ghanem (IIE) will work with Mr. Abdel Hamid Hamdy, Vice Chairman for Human Resources, to continue emphasizing the importance of moving forward with the search for the Leadership Development Center Director. This position is vital to the continued support needed to facilitate the accomplishment of LDP sustainability activities and the day-to-day operations of the Center.

B. Program Actions

1) LDP III Application Process: To increase the number of LDP III candidates to the optimum level, Mr. Joseph Ghanem requested that Mr. Abdel Hamid Hamdy, Telecom Egypt Vice Chairman for Human Resources, issue an organizational announcement to solicit additional nominations for LDP Class III. As a result, the Telecom Egypt Human Resources department issued the solicitation, accepted nominations through mid-March, and scheduled the TOEFL examination for approximately three hundred candidates. IIE will facilitate the identification of the optimum number of candidates needed to proceed to Targeted Selection and will press for the expedient completion of interviews by early May 2005.
the Leadership Development Program curriculum. The instructors assigned to deliver these courses are RUDIS Group International “certified” trainers and graduates of LDP CLASS I. Thus far, three courses have been delivered and include “Project Management”, “Customer Service” and “Motivational Skills.” The attendance for each course has averaged approximately 20 executives and managers.

- **LDP Library:** IIE has purchased over 200 books and videos for use by the Telecom Egypt Leadership Development Center. The new library materials supplement the existing inventory of professional magazines and surplus course manuals and reference books. Moreover, IIE staff developed a comprehensive inventory that included book and video details (i.e., ISBN, author, publisher, cost etc.) and assisted with the development of a catalogue system used for tracking library assets.

### B. Scheduled Activities for Next Quarter

<table>
<thead>
<tr>
<th>Activity</th>
<th>Dates</th>
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<tr>
<td>CEPA Review &amp; Examination #1</td>
<td>July 11 - 14, 2005</td>
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<tr>
<td>Leadership and Motivation Team Building &amp; Comm.</td>
<td>July 17 - August 11, 2005</td>
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<td>Senior Management Seminar</td>
<td>August 1, 2005</td>
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<td>Change Management Proposal Orientation</td>
<td>August 11, 2005</td>
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<td>Effective Management</td>
<td>August 14 - September 1, 2005</td>
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<td>Senior Management Seminar</td>
<td>August 24, 2005</td>
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<td>In-Country Internship I</td>
<td>September 4 - 7, 2005</td>
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<tr>
<td>CEPA Examination #2</td>
<td>September 8, 2005</td>
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<tr>
<td>Project Management, Marketing and Customer Service</td>
<td>September 11 - 29, 2005</td>
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<tr>
<td>Senior Management Seminar</td>
<td>September 21, 2005</td>
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</tbody>
</table>

### III. CONCERNS/CONSTRAINTS

#### A. Administrative Issues

1) **IIE Project Office Semi-Annual Visit**  Mr. Lawrence Ervin, IIE Project Director, conducted a semi-annual visit to Cairo to review the LDP project status with Mr. Joseph Ghanem, LDP Chief of Party. During his visit, Mr. Ervin met with USAID officials to discuss the progress of the project and to address pending issues that included the recommended modifications of tasks for the extension period as well as the end date of the START IQC. Mr. Ervin also met with all Telecom Egypt Vice Chairmen to hear their feedback and concerns, if any, on the LDP status and its graduates. He also met at length with the Vice Chairman for Human Resources. Furthermore, Mr. Ervin reviewed the success of the U.S. Internship with project staff and identified “lessons learned.” He also participated in the Targeted Selection data integration process for the selection of LDP Class III participants as well as contributed his expertise to the Train-the-Trainer program being presented to selected candidates from LDP Class II.

2) **Center Staff:** With the resignation of the Leadership Development Center Director, Telecom Egypt initiated the recruitment process in February 2005 to fill the vacancy. Progress has been slow in finding a qualified replacement for the Director position.
achievements for preparing the next generation of Telecom Egypt leaders. Each speaker voiced enthusiasm about the future benefits that Telecom Egypt would realize through the successes 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. In fact, Minister Darwish declared his intent to be the first client of Telecom Egypt’s Leadership Development Center for training managers within his Ministry. 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 this year, three Telecom Egypt Sector Chiefs were recognized for the successful use of graduates within their sector. Each received an award presented by one of the honored guests. This newly introduced motion intends to motivate other Telecom Egypt executives to encourage department heads within their division to make effective use of the graduates upon their return to the workplace.

10) June 6, 2005 – Orientation for LDP Class III

An orientation session was held for the twenty-seven newly selected LDP Class III 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), Mr. Ray Trujillo (IIE), Eng. Ahmed Saleh, Leadership Development Center Training Manager, and Ms. Marwa El Rid, Leadership Development Center Program Coordinator, attended and rendered support during this session.

11) June 12 – English for Workplace Communications

The first course for LDP Class III, "English for Workplace Communications," was designed and delivered by the Center for Adult and Continuing Education (CACE) at the American University in Cairo. The intent of the course is to familiarize the participants with business English terminology as well as facilitate improvement of 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 main campus. Ms. Mona Wilson and Ms. Karaz-Mona Hamdy delivered the upper intermediate section of this course and Ms. Nashwa Sobhy and Ms. Dalia Alfred provided instruction for the intermediate section. This course runs through July 7.

12) April – June 2005 – Sustainability Activities

- **Leadership Development Center Short-Term Courses:** The Telecom Egypt Leadership Development Center recently launched a management-training initiative 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 "select topics" of the courses from
It is worth noting that the honored guests would include a USAID senior executive, the Telecom Egypt Chairman, the Minister of Communications and Information Technology, and the Minister of State for Administrative Development.


Thirty-five of the highest ranked potential LDP Class III candidates were referred to the American University in Cairo (AUC) to be administered the English Placement Test. The test results serve a dual purpose: to augment the decision-making process for the final selections of LDP Class III 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 D for list of candidates).

8) May 30, 2005 – Selection of LDP Class III Participants

Twenty-seven Telecom Egypt employees were selected to participate in LDP Class III; twenty-six participants were selected from this year’s results and one participant was reinstated into the program after having to withdraw from LDP II because of medical reasons. The LDP Class III selection results were forwarded to the Telecom Egypt Chairman, Executive Committee, Targeted Selection panel members and USAID. The selection criteria encompass the results of the Targeted Selection interview scores, TOEFL and English placement test scores. The participants selected represent nineteen departments from across Telecom Egypt to include East Cairo, West Cairo, East Delta, Mid Delta, Alexandria, Mid Upper Egypt, North Upper Egypt, International Calls, Information Technology, Procurement, Training, Marketing, New Product Development, Operations & Management Transmission, Operations & Management Cairo, Planning & Follow-up, Project Implementation, Network Implementation, and the Network Operations Center (NOC). The gender composition for LDP Class III includes 21 men and 6 women ranging between the ages of 27 to 49. (See Attachment E for list of final selections).

9) June 4, 2005 – LDP Class II Graduation

Twenty-six members of LDP Class II were honored at a graduation ceremony at the Marriott Hotel in Zamalek, Cairo, Egypt. This event hosted approximately one hundred fifty guests and dignitaries that included Dr. Tarek Kamel, Minister of Communications and Information Technology, Dr. Ahmed Darwish, Minister of State for Administrative Development, Mr. Anthony Vance, USAID-Egypt Associate Mission Director, Eng. Akil Beshir, Telecom Egypt Chairman, and other high-level executives from Telecom Egypt, USAID and private sector companies. Eng. Refaat Genidy, a Telecom Egypt General Manager and LDP Class I graduate, served as master of ceremony for the graduation event. The ceremony included a brief presentation by Eng. Elham Fawzi, a LDP graduate, who was selected by her classmates to speak about the benefits of the program. Mr. Joseph Ghanem (IIIE) delivered a graduation address that highlighted the fine points of the LDP sustainability plan and shared words of congratulations and encouragement. Distinguished guest speakers, Dr. Kamel, Dr. Darwish, Eng. Beshir, Mr. Vance and Mr. Abdel Hamid Hamdy, Vice Chairman for Human Resources, delivered graduation addresses that expressed pride in the LDP’s
6) May 16, 2005 -- LDP Status Update Meeting

Mr. Lawrence Ervin, IIE Project Director, and Mr. Joseph Ghanem, LDP - Chief of Party, held two meetings with the Telecom Egypt Vice Chairman for Human Resources, Mr. Abdel Hamid Hamdy, to discuss the LDP project status and pending issues of the program. These meetings were held in the absence of the Telecom Egypt Chairman who was away on business. The meetings took place in the Vice Chairman’s office at the Telecom Egypt headquarters in Cairo.

The following issues were addressed during both meetings and are summarized below:

- **LDP Graduate Follow-up Initiative:** Mr. Ghanem noted that IIE and the Telecom Egypt Leadership Development Center (LDC) have worked closely with the supervisors of the LDP Class I graduates to communicate and coordinate the requirements of the LDP Graduate Follow-up initiative. He stated that the LDC has prepared a report that documents the supervisors’ input regarding tasks and responsibilities assigned to each LDP graduate. The report also identifies those supervisors who are actively participating in this initiative and those who are not. As an added dimension and in response to IIE’s recommendation, the Chairman held a meeting in March 2005 with the LDP Class I graduates to discuss the successes and obstacles they have faced since returning to the workplace as well as to obtain general feedback about the LDP. The meeting was very productive though incomplete. The Chairman promised to reconvene a second meeting. Mr. Ervin and Mr. Ghanem asked Mr. Hamdy to remind the Chairman about reconvening this meeting. Furthermore, Mr. Hamdy proposed that he meet with all of the graduates’ supervisors personally, in particular those who did not respond to the follow-up process, and emphasize to them the necessity of using the graduates’ skills. Mr. Ervin and Mr. Ghanem strongly supported this proposal.

- **Visit of US Training Centers:** Though experienced and strongly familiar with Human Resources development, Mr. Hamdy expressed his lack of familiarity in the management of training centers. Mr. Ervin suggested that it might be beneficial if he could visit some training centers in the USA, in which case IIE would gladly arrange for such a tour. Mr. Hamdy will discuss this issue with the Chairman and report the results to IIE.

- **Potential Extension Activities:** During this meeting, potential extension activities through 2007 were reviewed. All attendees agreed that, in case the extension is approved, it is necessary that another group of Telecom Egypt managers be trained and qualified to interview under Targeted Selection. Moreover, all agreed that the best candidates to participate in such a program would be LDP graduates. Mr. Hamdy stated he would emphasize this issue to the Chairman.

- **LDP Class II Graduation:** At this meeting, Mr. Hamdy updated both Mr. Ervin and Mr. Ghanem on the latest developments and preparations for the graduation ceremony for LDP Class II. Mr. Hamdy indicated he was personally involved in the organization of this event, as he wants to make sure it turns out to be very successful.
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 the following week to an audience of supervisors, colleagues, guests, and an evaluation committee.

3) April 21, 2005 – LDP Class II Feedback Session

Mr. Joseph Ghanem (IIE) facilitated a feedback session with the LDP Class II participants to discuss their observations about the LDP experience. Many facets of the LDP were discussed (e.g., US based internship, and instructor and colleague feedback), excellent discussion followed (see Attachment B for observation notes). Also in attendance during this session were Eng. Ahmed Saleh, Leadership Development Center Training Manager, Ms. Marwa El Ridy, Leadership Development Center Program Coordinator, Mrs. Afkar Hafez (IIE) and Mr. Ray Trujillo (IIE).

4) April 26 – May 12, 2005 – Targeted Selection Interviews

Six panels comprised of trained executive and senior level managers convened to conduct the second and final round of Targeted Selection interviews for LDP Class III. The panels interviewed forty-three candidates during this final round, bringing the total number of candidates interviewed for LDP Class III to eighty-three. Panels 1, 2 and 6 interviewed 13 candidates; panel 4 interviewed 14; and panels 3 and 5 interviewed 15 candidates. Mr. Joseph Ghanem (IIE) and Mr. Ahmed Saleh, Leadership Development Center Training Manager, attended several of the panel interviews and served as observers.

5) May 8 – 26, 2005 – Train-the-Trainer, Class II (Part 1)

As part of the LDP sustainability plan, Rudis Group International conducted the second Train-the-Trainer program. The first part of the program is complete with the second part scheduled to resume in March 2006. After successful completion of both parts, the trainees will receive full certification as trainers. Twelve trainees were selected from LDP Class II to participate in this program (See Attachment C for list of attendees). The objective of this training was to equip the trainees with the skills required to perform as future instructors of the Leadership Development Center. The course design introduced the participants to needs assessments, adult learning methods, active-training techniques and understanding group dynamics. In addition, the trainees learned to develop instructional objectives and lesson plans and how to evaluate training effectiveness. The three-week program consisted of lectures and practical exercises as well as 30-minute and hour-long presentations delivered by each participant. Each presentation was videotaped and feedback provided to the participant. As another component of the program, the trainees were required to identify courses from the LDP curriculum that they preferred to instruct. Each trainee prepared the instructional materials and then delivered “select” modules before their colleagues and instructors. As the next phase of training, the trainees will be required to observe and assist the Rudis Group International instructors during LDP Class III as well as deliver “select” course modules. Dr. Clare Novak (RGI) and Dr. Griffith Dudding (RGI) delivered this course.
- Twenty-six LDP Class II participants successfully graduated from the program in June 2005.

- Twelve LDP Class II graduates were selected for and completed the first of the two-part Train-the-Trainer (Group II) program. Each will serve as an observer/assistant instructor for LDP Class III.

Overview of LDP Class III participants:

- The final round of LDP Class III Targeted Selection interviews concluded this quarter. The panelists interviewed forty-three candidates during this final round, bringing the total number of candidates interviewed for LDP Class III to eighty-three. Thirty-five of the highest ranked candidates were administered the English Placement Test and final selections for LDP Class III were made. As a result, twenty-seven employees representing nineteen Telecom Egypt departments were selected.

All of the activities listed below were scheduled and completed this quarter:

A. Program Highlights

1) April 3 - 14, 2005 – Train-the-Trainer Class I, Part 2

As part of the LDP sustainability plan, Rudis Group International (RGI) conducted the second part of the first Train-the-Trainer program delivered at Telecom Egypt. The first part was completed in April 2004. Twelve trainees, selected from LDP Class I participated in both parts of the program (See Attachment A for list of attendees). During this training, the trainees 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 experience. Lastly, the participants were given the option of delivering an expanded version of the instruction presented during LDP II or deliver instruction for 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 II determined if they would successfully fulfill the program requirements. At the end of the program, all twelve trainees proved successful and received “Trainer” certification. Dr. Clare Novak (RGI) and Dr. Griffith Dudding (RGI) delivered this course.

2) March 30 – April 28, 2005 – Change Management Proposals

The LDP Class II participants finalized their Change Management Proposals that outlined the 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 IEA/Leadership Development Center staff on April 24 for evaluation and grading. In addition to the written proposal, the participants were also required to deliver a presentation summarizing the contents. During the week of April 17, the

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 Class I Participants:

- Twenty-five Telecom Egypt employees participated in LDP Class 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 Class I participants successfully graduated from the program in June 2004.

- Twelve LDP Class I graduates were selected for and completed the Train-the-Trainer (TTT) program. Each serves as an observer assistant instructor for LDP Classes II and III.

Overview of LDP Class II Participants:

- At the beginning of this year's program, twenty-seven Telecom Egypt employees were participating in LDP Class II. One participant withdrew from the program because of illness; there are currently twenty-six in the program.
This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Institute of International Education, from April 1, 2005 through June 30, 2005, under the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract (IQC) No. EEE-1-00-01-00016-00, 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: List of Train-the-Trainer - I (Part 2) Participants
Attachment B: LDP Feedback Session -- Observations and Notes
Attachment C: List of Train-the-Trainer - II (Part 1) Participants
Attachment D: List of Highest Ranked Candidates and English Placement Test Participants
Attachment E: List of Highest Ranked Candidates --- Final Selections & Non-Selections

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
## ATTACHMENT B
### LDP-I “Success Stories” Meeting

<table>
<thead>
<tr>
<th>Participant Name &amp; Title</th>
<th>Activity</th>
<th>Facilitators</th>
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<td>1. Mr. Abdel Hamid Hamdy, Vice Chairman</td>
<td>LDP-I “Success Stories” Meeting</td>
<td>Mr. Joseph Ghanem (IIE)</td>
<td>March 20, 2005</td>
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<td>3. Eng. Osama El Basiouny, Sector Chief</td>
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<td>4. Eng. Salah Abdel Gany, Sector Chief</td>
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<td>5. Eng. Youssif Mratzouk, Sector Chief</td>
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<td>6. Eng. Mohamed Anwar Abdel Fattah, General Manager</td>
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<td>7. Eng. Fatma Bastawisy, General Manager</td>
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<td>9. Eng. Adel Ahmed Orabi Ismail, LDP I Participant</td>
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<td>10. Mr. Ahmed Farid Zaher, LDP I Participant</td>
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<td>11. Eng. Ahmed Samir Karem El Din, LDP I Participant</td>
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<td>12. Mr. Ahmed Taha Hassan Mohamed, LDP I Participant</td>
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<td>13. Eng. Ayman Abd El Ghaffar, LDP I Participant</td>
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<td>16. Mr. Hazem Hamdy Ahmed, LDP I Participant</td>
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<td>17. Eng. Houda Mahmoud, LDP I Participant</td>
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<td>19. Eng. Khaled Abdel Aziz Khalifa, LDP I Participant</td>
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<td>20. Eng. Khaled Mohamed Ibrahim, LDP I Participant</td>
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<td>22. Mr. Magdy Saad Ibrahim Mahmoud, LDP I Participant</td>
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<td>23. Eng. Medhat Moustafa Affy, LDP I Participant</td>
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<td>25. Eng. Mohamed Hassaballah, LDP I Participant</td>
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<td>26. Mr. Mohammed Farcouk, LDP I Participant</td>
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<td>27. Eng. Nabil Abd El Sattar, LDP I Participant</td>
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<td>28. Eng. Tarek Abd El Galeel Khamis, LDP I Participant</td>
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<td>29. Eng. Soheir Ghali, USAID Project Officer</td>
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<tr>
<td>30. Eng. Ahmed Saleh, LDC Training Manager</td>
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<td>31. Ms. Marwa Mohamed, LDC Training Assistant</td>
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<td>32. Mr. Joseph Ghanem, IIE</td>
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<td>33. Mrs. Afkar Hafez, IIE</td>
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<td>34. Mr. Ray Trujillo, IIE</td>
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<td>1. Eng. Osama El Bassiouny, Sector Chief</td>
<td>Supervisor's Seminar</td>
<td>Ms. Loida</td>
<td>Feb. 14,</td>
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<td>2. Eng. Mohamed Yousef Notai, General Manager</td>
<td>On</td>
<td>Noriega-Wilson</td>
<td>2005</td>
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<td>3. Eng. Abdel Halim Tag El Dein, General Manager</td>
<td>Strategic/Business Planning and Change Management</td>
<td>(Rudis Group International)</td>
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<td>4. Eng. Mohamed Anwar Abdel Fattah, General Manager</td>
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<tr>
<td>5. Eng. Salah Mostafa Nassar, General Manager</td>
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<td>7. Eng. Talaat Said Mostafa, General Manager</td>
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<td>8. Eng. Mohamed Abdel Halim, General Manager</td>
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<td>9. Eng. Soheir Noman Abou El Ezz, General Manager</td>
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<td>10. Eng. Soria Abou Samra, General Manager</td>
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<td>11. Eng. Maher Mohamed El Sheiny, General Manager</td>
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<tr>
<td>12. Eng. Mohamed Hessaballah, LDP Assistant Instructor</td>
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<td>13. Eng. Khialed Abdel Aziz, LDP Assistant Instructor</td>
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<tr>
<td>14. Mr. Ahmed Mostafa Atta Ali, LDP II Participant</td>
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<td>15. Eng. Elham Fawzy Abd El Radi, LDP II Participant</td>
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<td>16. Eng. Sahar Mohamed Tahar, LDP II Participant</td>
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<td>17. Eng. Amany Nabil Nasr Bebawy, LDP II Participant</td>
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<td>18. Eng. Hoda Mostafa El Zeltawy, LDP II Participant</td>
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<td>19. Mr. Romany Latif, LDP II Participant</td>
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<tr>
<td>20. Eng. Nermin Nabil, LDP II Participant</td>
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<tr>
<td>22. Eng. Ahmed Saleh, LDC Training Manager</td>
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<tr>
<td>23. Mr. Ray Trujillo, IIE</td>
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</tbody>
</table>
3) Exercise of the Option Period Proposal: The World Learning-Institute of International Education proposal for the option period extending from July 1, 2005 to December 31, 2007, was officially exercised with both party's executing a new Task Order on June 29, 2005. The Task Order initially commits a total of $1M for the period July 1, 2005 to Sep. 30, 2006.

4) End of the START IQC: Though the option period extends to December 31, 2007, the START contract officially ends on August 28, 2006. Nevertheless, the contract terms grant projects under execution an additional twelve months to close all activities, thus extending the end date of the START contract to August 27, 2007. As a result, the remaining 4-month period of September 1 – December 31, 2007 constitutes a concern related to the impact it will have on the productive completion of the project.

B. Program Issues

1) Targeted Selection Interview Process: While serving as observers, IIE Leadership Development Center staff identified a number of inconsistencies in the performance of the panels during the Targeted Selection interview process. Below is a summary of the most frequently observed behaviors:

- Notes were often not being taken on the interview guides to document observations;
- Consensus discussions were rare; key actions were not referred to when scoring;
- Panelists often neglected follow-up questions to probe a dimension further;
- Panelists need to eliminate distractions (i.e., answering cell phones, leaving the room).

2) LDP Graduate Development: In March 2005, the Telecom Egypt Chairman held a meeting with the participants of LDP Class I to listen to the graduate’s successes and obstacles faced since their reintegration into the workplace, and to determine the effectiveness of the post-LDP follow-up system. While a number of success stories were shared with the Chairman, there were comments made by some graduates that expressed dissatisfaction and under-utilization in their current position. In addition, some graduates of LDP Class II have expressed the same sentiments since returning to the workplace and in a few cases are in the process of looking for other opportunities within the organization.

IV. RECOMMENDED ACTIONS

A. Administrative Actions

1) Center Staff: Interviews are underway for the position of Leadership Development Center Director. Based on referrals from Mr. Joseph Ghanem (IIE), Mr. Abdel Hamid Hamdy, Vice Chairman for Human Resources, interviewed two individuals from the Ministry of Electricity and Energy who possess strong training backgrounds and Leadership Development Center experience. However, the final selection is still pending; IIE will continue to assist Telecom Egypt during this final phase of the selection process.

2) End of START IQC: During Mr. Ervin’s visit to Cairo in May 2005, USAID recommended that once the option proposal is approved, World Learning should begin discussions with the CTO in Washington about the possibility of obtaining an exemption to continue operating for an...
additional four months beyond the current time frame of START. Based on an affirmative response, IIE can explore other alternatives considered necessary to carry on the project activities.

B. Program Actions

1) Targeted Selection Interview Process: IIE and the Leadership Development Center have reviewed the Targeted Selection process, documented the panelist's behaviors (i.e., positive and areas needing improvement) that were observed during the LDP Class III interviews. IIE and the Leadership Development Center are planning for a refresher training session for all the Targeted Selection committee members, before LDP Class IV interviews.

2) LDP Graduate Development: Approximately one year ago, IIE and the Leadership Development Center participated in a joint effort to establish a follow-up method to track the development of the LDP graduates. This tool was designed to assist Telecom Egypt with evaluating the graduates' performance in the workplace and to monitor the supervisors' efforts to promote career development. Despite this innovative tool and the diligent follow-up efforts made by IIE and the Leadership Development Center, some of the graduates from LDP Class I and II are experiencing resistance from their managers and not being afforded the developmental opportunities to use their new skills. IIE and the Leadership Development Center will continue to work closely with the Telecom Egypt Chairman and Telecom Egypt Vice Chairman of Human Resources to establish stronger methods of accountability. In addition, follow-up meetings between the immediate supervisors of the affected graduates and the Chairman and/or Vice Chairman of Human Resources will take place to re-emphasize the supervisor's role in the process and the relation of the LDP to the strategic vision of the company.
### ATTACHMENT A
**Train-the-Trainer (Part II)**

<table>
<thead>
<tr>
<th>Participant Name &amp; Title</th>
<th>Activity</th>
<th>Facilitators</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahmed Farid, Mgr. Commercial Relations</td>
<td>Train-the-Trainer Group 1, Part 2</td>
<td>Dr. Clare Novak</td>
<td>April 3-14, 2005</td>
</tr>
<tr>
<td>Ahmed Samir, Marketing Officer</td>
<td>Dr. Griffith Dudding</td>
<td></td>
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<tr>
<td>El Sayed Gomaa, Networks Execution Eng.</td>
<td></td>
<td>(Rudis Group International)</td>
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<tr>
<td>Gamal Abd El Rahim Tamr Afifi El Gebaly, NPD Manager</td>
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<tr>
<td>Hazem Hamdy Ahmed, Marketing Researcher</td>
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<tr>
<td>Khaled Abd El Aziz Khalifa, Execution Engineer</td>
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<tr>
<td>Khaled Mohamed Ibrahim, Switching Project Engineer</td>
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<tr>
<td>Magdy El Din El Said, Tenders &amp; Follow-up Manager</td>
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<td>Magdy Saad Ibrahim Mahmoud, Phone Boutiques Manager</td>
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<tr>
<td>Mohamed El Sayed, Transmissions Engineer</td>
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<tr>
<td>Mohammed Farouk, Manager, Key Account Management</td>
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<tr>
<td>Mohamed Hassaballah Nagi Sherif, Maintenance Engineer</td>
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</table>
ATTACHMENT B

LDP Class II Feedback Session

The LDP Class II feedback session took place on April 21, 2005, immediately after the participant's Change Management Proposal trial presentations. All 26 participants attended the two-hour session. Also in attendance were the IE staff and Eng. Ahmed Saleh, Leadership Development Center Training Manager. The following are observations and comments noted during this meeting:

"Comments about the LDP experience and Suggestions for Improvement"

Mr. Joseph Ghanem asked the group for comments about their LDP experience and if they had any suggestions for improving the program. He also asked about whether they noticed any change in themselves during the course of the program. The following is a summary of comments made by the participants:

- General Comments

  Program

1) Presentations made by the instructors not only taught us the material, but the experiences they shared were invaluable and enlightened us about business practices around the world.

2) Both the U.S. and in-country internships were extremely beneficial learning experiences.

3) Daily morning presentations were an excellent feature of the program; it posed a high degree of difficulty but challenged us. This skill development activity introduced us to public speaking, presentation preparation, organization, and served as confidence builder.

4) Group activities were important to help us see how we apply concepts to our work and in our daily life.

5) LDP offers an extraordinary opportunity and unique forum to interact and exchange ideas with colleagues from different parts of the company.

6) LDP helped strengthen our awareness of the company's mission and vision.

- Personal

1) Discovered skills that we did not realize we had.

2) Learned to accept performance feedback that is both positive and constructive.

3) We began to "think outside of the box" and learn how to brainstorm.

4) LDP emphasized that as leaders we need to model the way and "walk our talk."

5) Learned time management concepts and now practicing the principles.

6) Began the program with a very competitive attitude, but changed to one that embraced teamwork.

7) Learned to accept all ideas and gain knowledge from the perspectives of others.
8) English skills have improved: interpersonal and problem analysis skills are stronger and more developed.

9) Family Impact -- changes in attitude, increased patience and improved listening skills

Mr. Ghanem commented that all program tasks and activities are designed to challenge the individual and help them get out of their comfort zone. He stated that accepting those challenges are the things that leaders do.

Mr. Ghanem concluded this portion of the meeting by thanking the participants for their comments and re-emphasized how important it was to continue "thinking outside of the box" and that he expects each one to take this skill back to his/her workplace and practice it.

Course Design and Content

1) Course material enhanced our knowledge: affected our attitude and outlook toward industry competition and helped us to be open minded to the many opportunities before us.

2) First course was beneficial and set the pace for the entire program.

3) Participants noted that the Project Management/Marketing course should be longer

4) Root Cause and Process Analysis course -- participants asked if it was possible to find one resource book that outlined all processes instead of having multiple books.

5) Courses were effective in explaining the difference between "internal vs. external" customers. The "internal customer" was a concept that was less understood by all at the beginning of the program.

Mr. Ghanem addressed point #3 by stating that the course length had been extended for one additional week in order to devote more time to the Marketing segment of the course. Pursuant to point #4, Mr. Ghanem advised the participants that IIE, in coordination with RGI, would research the possibility of finding another resource that would accomplish their suggestion.

Selection Process for LDP Class III

1) Participants inquired about the process used to select the participants for LDP Class III. The issue raised was the understanding that Mr. Abdel Hamid Hamdy, Vice Chairman of Human Resources, identified participants from only the current pool of potential candidates for the position of General Manager at Telecom Egypt. It was the participant's contention that these candidates were less qualified than other Telecom Egypt employees who applied for consideration.

Mr. Ghanem began by saying that the selection process for LDP Class III had not been finalized. Secondly, he provided the participants with background information about the eligibility requirements (i.e., education, experience and age) from the inception of the program. He stated that the original intent for identifying LDP candidates was to focus on selecting mid-career managers, because in such positions, graduates would have the opportunity to apply newly acquired skills as soon as reintegrated into the workplace. Because of the gap in ages for eligible mid-career managers, IIE and Telecom Egypt lowered the age requirement in an effort to broaden the pool of candidates. He also pointed out that the command of the English language posed difficulties for those at the upper end of the age bracket.
Mr. Ghanem noted that for LDP Class III, Telecom Egypt executives decided to use a succession plan methodology to identify candidates for the LDP. He stated that the succession plan is a tool used to identify employees designated as successors to the position of General Manager. He explained that the candidates identified from this plan had undergone the same processes (i.e., testing and interviews) used during LDP Class I and II. He also stated that a recent request for additional nominations was solicited from all Telecom Egypt employees in order to supplement the existing candidate pool. In closing, Mr. Ghanem stated that the selection process was still ongoing. He also mentioned that IIE and Telecom Egypt would continue to scrutinize the process and work hard to place the very best candidates into the program.

- **US Based Internship**

  1) Participants felt that the internship experience was extremely beneficial to their learning. It offered an opportunity to learn about the strengths of each company so they could take back that knowledge and apply it at Telecom Egypt.

  2) Participants stated that the stereotype that they heard about the American people and U.S. business was unfounded. They found the experience to be very worthwhile and their hosts were very respectful and accommodating.

  3) Participants suggested interns be placed with the host company by their area of expertise (i.e., engineering, marketing etc.).

  4) Participants did not elaborate further on this subject because their comments were outlined in more detail in the U.S. Internship report, dated February/March 2005.

In reference to point #3, Mr. Ghanem re-emphasized for the group that the objective of the internship is to expose the intern to leadership and management practices within the host company and not focus on the technical aspects. For those interns that do work in business-oriented disciplines at Telecom Egypt, IIE works hard to place those interns with companies whose focus may be more in line; however, this is not a determining factor.

Mr. Ghanem reiterated to the participants that he was very proud of their accomplishments during the internship, especially noting how well they comported themselves in representing their company and their country.

4) **In-Country Internship**

  1) Participants were asked by Eng. Ahmed Saleh, Leadership Development Center Training Manager, whether the group preferred visiting each company as a class or broken down into smaller groups. He also noted another alternative of assigning small groups to a company for the entire internship. This will allow the group to get a detailed look at the company’s operations.

The participants responded by explaining that the opportunity to visit 3-4 companies during the internship was more preferable because it allowed the participants to see differing leadership and management approaches. In addition, the group felt that keeping the class together during company
visits was more acceptable because the "big group" dynamic facilitated an active learning environment, which generated much interaction and excellent questions from all.

- **Train-the-Trainer (TTT)**

  1) Participants should be given the opportunity to state whether they would like to be considered as a trainer before the selection process begins.

  Mr. Ghanem stated that if another TTT session for LDP Class III is offered, this suggestion would be given due consideration.

- **LDP Administration**

  1) Participants commented about the tight schedule. Specifically noted was the fact that a number of holidays turned out to be workdays because of program obligations.

  Mr. Ghanem explained that the schedule is developed approximately a year ahead of schedule and takes into consideration both Egyptian and American holidays. He further explained that the number of activities required to fulfill LDP objectives coupled with the availability of instructors, is what drives the final schedule and in many instances, working some holidays is unavoidable.

  2) Participants felt that a brief summary of the courses be provided to the participants during orientation in order for them to know what to expect from the course.

  Mr. Ghanem stated that IIE would consider the recommendation for course summaries and provide them during the upcoming orientation.

- **Change Management Proposal (CMP)**

  1) Participants felt that this process assisted them with opening up dialogue with their managers. The LDP has given them the confidence to approach their managers to discuss, instead of yielding to the will of the manager on how they should proceed with their proposal.

- **Instructor and Colleague Feedback**

  1) Participants were wondering how they could receive instructor feedback on a real time basis. The intent of this request is 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.
2) Participants felt that instructor and colleague feedback offered a sound method for evaluating the "good and the bad" behaviors. Moreover, feedback facilitated the improvement of skills needed to be a successful leader.

3) Participants noted contradictions in feedback between instructors. For example, one instructor believes that a participant is participative, whereas another instructor may feel the person is shy. Mr. Ghanem addressed this comment by explaining that feedback is based on each individual instructor's assessment (and perception) of each participant's performance. Every instructor provides feedback based on what he/she sees during the length of the course he/she presents. As individuals, we do not necessarily see the same things in every person or situation. To avoid this conflict, Mr. Ghanem stated that each participant might want to consider informal performance discussions with the instructor during the course.

4) Participants expressed the idea of surveying each participant for his/her strengths and weaknesses at the beginning of the program and providing this information to the instructors. The intent of this idea is to help the instructor either validate or refute the participant's assessment. If validated, then the instructor can focus on those attributes and immediately identify a means to build upon those strengths and/or institute techniques during class that will help the individual improve.

Mr. Ghanem was enthusiastic about implementing this recommendation and stated that IIIF would explore this further for implementation during IDEF Class III.

Final Evaluations

1) Participants were interested in knowing about the "final evaluation" process and criteria. It was their understanding that Managers were misinterpreting the information contained in the final evaluation, sometimes to the detriment of the participant. Further, the participants felt the Sector Chief should receive the final evaluation instead of the department managers.

Mr. Ghanem responded by stating that the final evaluation submitted to the participant's manager is only a summary of the feedback that each participant receives throughout the program. It also includes feedback received during the U.S. Based Internship. He stated that the content of this evaluation holds no surprises. Further, he noted that the evaluations are sent to the managers of each participant and a copy kept in the IIIF file. IIIF limits the number of copies distributed in order to preserve the confidentiality of the evaluation. Furthermore, Mr. Ghanem stated that before he distributes the evaluations, he holds a meeting with the managers and hand delivers them personally. During this meeting, he briefly explains the content of the evaluation and guides them through discussion about how to interpret the evaluations and how they should be used to help the participant. Mr. Ghanem also strongly encourages the managers to discuss the feedback as soon as possible with their respective participant.
Final Remarks

Eng. Ahmed Saleh, Leadership Development Center Training Manager, took this opportunity to say a few words to the participants. Upon entering back into the workplace, he advised the participants to work closely with their managers and keep the lines of communication open. He also mentioned that they must practice patience and know that progress toward advancement may be slower than they may like. He noted that the LDP is the beginning of knowledge and that they must continue to learn and not miss opportunities to use the knowledge gained from the LDP experience.

Lastly, Eng. Saleh ended with a couple of administrative requests. First, he asked the participants to be supportive of the LDP Targeted Selection Process. He emphasized to the participants to be discreet in what they share with colleagues about the process and asked that they not give any one an unfair advantage. Secondly, he asked that everyone keep the Center posted on contact information.

Mr. Joseph Ghanem (IIE) made the following closing remarks:

- Mr. Ghanem re-emphasized the Chairman's untiring commitment to the LDP and his desire to see each graduate succeed. As a result, Mr. Ghanem shared with the group that the Chairman and Vice Chairman of Human Resources are very active and closely monitor the Graduate Follow-up program. As evidence of his commitment, the Chairman recently held a meeting and had candid discussions with the LDP I graduates about their professional development thus far.

- Mr. Ghanem noted that he was extremely proud of the participants and that he is confident that each one will excel in his her job. He told them that when they return to the workplace, it is their responsibility to continue “thinking outside of the box” and to do all they can to be change agents. He told them that they might face resistance, but to be patient and not to give up. He further noted that a time would come when each participant would be fully utilized and be given the opportunity to exhibit the skills learned in the LDP. In closing, he encouraged the participants to get on-line to the TEMAC website (i.e., LDP network). He noted that this is meaningful way to communicate with each other as well as network with other graduates.
## ATTACHMENT C
### Train-the-Trainer (Part 1)

<table>
<thead>
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<th>Participant Name &amp; Title</th>
<th>Activity</th>
<th>Facilitators</th>
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<tbody>
<tr>
<td>Ahmed Hassan Mosilhy Nassar, Market Research Executive</td>
<td>Train-the-Trainer Group II, Part 1</td>
<td>Dr. Clare Novak</td>
<td>May 8-26, 2005</td>
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<tr>
<td>Ahmed Mohamed Ibrahim El Sayed, Information Manager</td>
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<td>Dr. Griffith</td>
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<td>Ahmed Mostafa Ata Ali, Media Executive</td>
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<td>Dudding</td>
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<tr>
<td>Amany Nabil Nasr Bebawy, Regulatory Engineer</td>
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<td>(Rudis Group International)</td>
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<tr>
<td>Elham Fawzy Abdel-Rady Hassan, Follow-Up Manager</td>
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<tr>
<td>Gihane Guirguis Shehata Bekheet, Computer Engineer</td>
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<tr>
<td>Heba Mohsen Ibrahim Koth, Transmissions Manager</td>
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<td>Manal Ragaie Hassan Ismail, Tech Support Manager</td>
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<tr>
<td>Mohamed El Sayed Mostafa El Sayed, Network Supervisor</td>
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<td>Naglaa Fathy Mostafa El Shenawy, X25 Supervisor</td>
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<td>Nancy Gamal Shehata, Maintenance Engineer</td>
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<tr>
<td>Romany Latif Nabi Massoud, Key Account Manager</td>
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*Note: The document contains a list of participants and their roles.*
# ATTACHMENT D

LDP Class III

List of Highest Ranked Candidates &
English Placement Test Participants

<table>
<thead>
<tr>
<th>Rank</th>
<th>Candidate Name</th>
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<tbody>
<tr>
<td>1</td>
<td>Abdel Razek Ali Abdel Razek</td>
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<td>2</td>
<td>Ahmed Abdel Aziz Ahmed Ibrahim</td>
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<tr>
<td>3</td>
<td>Ahmed Amer Hussein Ali</td>
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<td>4</td>
<td>Ahmed Mohamed Abdel Razek</td>
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<td>Ahmed Yehia Hassan Karam Allah</td>
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<td>6</td>
<td>Ashraf Mahmoud El Sadik</td>
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<td>7</td>
<td>Eman Mohamed Hassan</td>
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<tr>
<td>8</td>
<td>Faten Mohamed Mahmoud Dessouki</td>
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<td>9</td>
<td>Fathi Mohamed Ahmed Kasem</td>
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<td>Hanaa Makram Tawefik</td>
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<td>Heba Mohamed Ibrahim El Sayed</td>
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<td>Kamal Mamoun Hassan Ghazi</td>
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<td>Khaled Abdel Karim Elias</td>
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<td>Maged Youssef Bendari</td>
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<td>Mohamed Ahmed Ibrahim Ahmed</td>
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<td>Mohamed Kamel El Foli</td>
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<td>Tarek Hussan Mohamed El Tokhy</td>
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<td>35</td>
<td>Wafik Mohamed Abdel Hamid</td>
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</table>
# ATTACHMENT E
LDP Class III
List of Highest Ranked Candidates: Final Selections and Non-Selections

## Final Selections

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<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td>Ahmed Abdel Aziz Ahmed Ibrahim</td>
<td>Not Applicable</td>
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<tr>
<td>Ahmed Amer Hussein Ali</td>
<td>North Upper Egypt</td>
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<tr>
<td>Ahmed Mohamed Abdel Razek</td>
<td>O&amp;M Transmission</td>
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<tr>
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*World Learning Quarterly Report*
*START Egypt April 1 - June 30, 2005*
*EEE-1-805.01-00016.000*
## Non-Selections

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World Learning/Institute of International Education
START Task Order 810 - Egypt
Contract EEE-I-00-01-00016-00
Quarterly Report 3
January 1, 2005 – March 31, 2005
Section One: Narrative Summary

A. Training

1. Quarter 3 Achievements

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a. Overseas: SO-16

1. NCW: Managed 1 participant attending the “7th Woibex Woman in Business Conference” from March 6 – March 9, 2005 in Dubai, United Arab Emirates

To further the plan of the Women’s Business Development Center (WBDC) to develop strategies that promote greater business development, START-EDP sent a Technical Advisor from the Center to the 7th Woibex Woman in Business Conference, a women’s conference that provides female business professionals and entrepreneurs with technology, management and leadership knowledge as well as crucial face-to-face interaction needed to improve their performance and competitiveness. As a result of attending the forum, the Technical Advisor is better equipped to recognize and develop entrepreneurial skills among the Center’s staff to strengthen the human resources of the organization and enhance the business strategies of the WBDC.

2. NCW: Managed 1 participant attending the “International Islamic Finance Forum” from March 12 – March 16, 2005 in Dubai, United Arab Emirates

To further the plan of the Women’s Business Development Center (WBDC) to develop strategies that promote greater business development, START-EDP sent a Financial Manager from the Center to the International Islamic Finance Forum, the most important international networking event in the calendar of the multi-billion dollar global Islamic finance industry. The forum brought together pioneering international policymakers, business leaders, and the world’s leading Islamic scholars. As a participant, the WBDC’s finance manager was exposed to new developments and opportunities in the field, and made new, potentially influential contacts. As a result of attending the forum, the Finance manager is now better able to deal with policy makers and investors in the world of Islamic finance in order to enhance the financial strategies of the WBDC.
3. NCW: Managed 2 participants attending the “2nd Middle East Best Practices Conference” from March 26 – March 30, 2005, in Dubai, United Arab Emirates.

To assist the Women’s Business Development Center, START-EDP sent a Public Relations Specialist, and an Assistant Director from the Center to this conference in Dubai to expose them to best practices in training and business development as espoused by recognized market leaders in their field. The participants met and shared their own experiences with other fellow HR professionals and listened to leading firms explain how to best apply cutting-edge development and business concepts. The participants are now better able to revise their own organization’s practices and procedures in accordance with their business objectives. They can also better develop their personnel in line with those requirements.

4. ESP: Managed 15 participants attending the “Dubai Study Tour” from February 18- 25, 2005 in Dubai, United Arab Emirates

Participants on this Observational Study Tour to the Gulfood 2005 trade show in Dubai were exporters with backgrounds in greenhouse management. Gulfood is the Middle East’s leading Food, Hotel & Equipment trade exhibition, catering to the Gulf, an area that relies heavily on importing food, food service, and food processing products. Participants attending were among thousands gathering to meet, exchange ideas, promote, sell and buy. By the end of the tour, participants had identified potential clients from the Gulf countries and greater export opportunities for food products. Participants now plan to apply new technologies and procedures acquired from attending the tour, which should result in enhanced farming techniques, and improved trade with the Gulf region.

5. ESP: Managed 9 participants attending the “Fruit Logistica” Workshop from February 9 – 16, 2005 in Berlin, Germany

To further the objectives of the El Shams Activity, START-EDP organized travel for 9 participants to this trade show. Participants at the workshop were exposed to the latest European and international techniques in packaging, storage, transport and shipping, and by the end of their stay were better able to identify potential international clients and export opportunities for Egyptian food products. Notable among the range of innovative logistics management techniques that the participants were exposed to were the following: a technical centre showcasing hardware for produce packaging, storage, transport, shipping and display and a services market offering computerized solutions for logistics management.

6. ICT: Managed 7 participants attending the “Software Engineering Process Program” Conference from March 5 – 11, 2005 in Seattle, WA, USA.
START/Egypt
Third Quarter Report
Jan 1-Mar 31, 2005

Under START-EDP, seven participants, including executive directors, directors and technical managers of the Egyptian Software Engineering Certification Center and private software companies, attended a four-day "Software Engineering Process Group" conference in Seattle, WA. This conference is the world's leading annual event in the software engineering industry. The following topics were discussed at the conference: (a) building quality products on cost and on schedule, (b) establishing and maintaining continuous improvement efforts, and (c) strategic trends in the software engineering industry.

Attending this conference gave the participants an opportunity to discuss the software estimation tools and methods commonly used in the software industry. The delegates also learned how to apply estimation methods within their own organization and applied these methods in real case studies.

7. AERI/ACDI: Managed 16 participants attending an "OST to Mexico" from February 5-19, 2005 in Mexico

Sixteen private sector professionals (live animal market tenants, dairy producers, dairy processors and dairy associations) and government officials participated in a study tour to Mexico. The study tour gave the participants an excellent opportunity to learn specific aspects of dairy and beef marketing mechanisms, dairy processing, and hygiene standards and systems. The delegates visited several small farms in Mexico (Nogales, Ciudad Obregon and Hermosillo in the Sonora region and Villahermosa in the Tabasco region) where all employees are also farm owners. The participants observed dairy and beef farms and got acquainted with their organizational systems. They also learned how those small farms became economically viable.

Overall, this OST gave the delegates the opportunity to discuss similar farmers' activities in Mexico and to apply the experience and knowledge gained to their own conditions in Egypt. The participants also learned how to meet international market requirements to become more competitive.

Overseas: SO-22

8. Basic Education: Managed 7 participants attending the "Educational Reform – Ministerial Visit, OST I" from March 22 – March 29, 2005 in Washington DC, USA

START-Egypt organized in cooperation with AMIDEAST and the Research Triangle Institute a study tour to the greater Washington, D.C. area for a high-level delegation from the Egyptian Ministry of Education. Egypt's Minister of Education, Dr. Ahmed Gamal El-Din Moussa, and six senior officials of the ministry met with the U.S. Secretary of Education Margaret Spellings, the USAID Administrator Andrew Natsios, Principal Deputy Assistant Secretary of State for Near Eastern Affairs Elizabeth Cheney, and representatives of the World Bank.
The delegation conducted several site visits to schools and universities and met with education associations. The visits and meetings served to discuss best practices of education reform and the decentralization of decision-making. The overall objective of the ministerial visit was to enhance the Egyptian Ministry of Education’s reform processes created at the ministerial and governorate levels.

The visit gave the delegates an opportunity to discuss the design and implementation of key K-12 educational reform policies, programs, and partnerships within the decentralized U.S. education system. It also provided an important opportunity to jointly mark the recent successes of the U.S.-Egypt collaboration in basic education and to discuss successful models of decentralized education reform.

b. In-Country: SO-16

1. NCW: Managed 21 participants attending the “Basic & Advanced Microsoft Office” training program from February 13 – March 17, 2005 in Cairo, Egypt

To accommodate an ad hoc request from the Women’s Business Development Center (WBDC) to strengthen computer skills among its professional staff, START-EDP sent 21 middle managers from the Center on a short course in basic and advanced MS Office training. All participants successfully achieved the objectives of the courses and are now able to effectively use MS Office in the workplace.

2. NCW: Managed 35 participants attending the “Introduction to GIS” training program from February 16 – March 5, 2005 in Cairo, Egypt

To accommodate a second ad hoc request from the Women’s Business Development Center (WBDC) to improve management of its organization and resources, START-EDP sent 35 middle managers from the Center on a short introductory course in Geographic Information Systems (GIS). Having successfully completed this course, WBDC professional staff is now able to link data sets together by common locational data, such as addresses, which will help the WBDC share its data with other organizations and agencies. By creating a shared database, the WBDC can now benefit from the work of other organizations—data can be collected once and used many times.
2. Quarter 4 Targets

The following programs are scheduled for completion in the fourth quarter:

a. Overseas:


SO-16: ICT, “Electronic Signature Auditor”, Short Course, 4 Participants, April 2005, 3rd-C

SO-16: AERI/ACDI, Program and No. of Participants TBD, June 2005, 3rd-C

SO-20 CHL, “Advances in Health Communication”, 8 Participants, June 2005, 3rd-C


b. In-Country:


SO-16: ACTF, “Public Relations Skills.” 15 committed participants. April, 2005


SO-16: ACTF, “MS Power Point.” 100 committed participants. May, 2005

SO-16: ACTF, “SPSS Statistics.” 60 committed participants. May, 2005
START/Egypt
Third Quarter Report
Jan 1-Mar 31, 2005

SO-16: ACTF, “Planning techniques.” 15 committed participants. May, 2005

SO-16: ACTF, “MS Project.” 100 committed participants. May, 2005

SO-16: ACTF, “Train-the -Trainers.” 15 committed participants. May, 2005

SO-16: ACTF, “Windows and Internet.” 100 committed participants. May, 2005

SO-16: ACTF, “management Skills for Future managers.” 15 committed participants. May, 2005


SO-16: ACTF, “MS Word.” 100 committed participants. May, 2005

SO-16: ACTF, “Legal Affairs.” 40 committed participants. May, 2005

SO-16: ACTF, “Customs Procedure.” 60 committed participants. June, 2005


SO-16: ACTF, “Post Release Verification and Audit.” 40 committed participants. June, 2005

SO-16: ACTF, “MS Excel.” 100 committed participants. June, 2005

B. Administrative

1a. Quarter 3 Targeted and other Achievements (Cairo)

- Visit Alexandria and Assiut medical centers to examine their facilities – Ongoing.
  Visited Alexandria only.
- Complete the transition of the memorandum of understanding for Assiut and
- Finalize training specifications for the Basic Ed Ministerial/Governors OST to the
  US – Achieved.
- Host new USAID Director of Training – Achieved
- Discuss funding and training levels for ACTF activity and SME/NCW activity in
  order to revise draft plans to be within MAARD amounts – Achieved
- Meet with new US Embassy Consular Officer – Achieved
START/Egypt
Third Quarter Report
Jan 1-Mar 31, 2005

- Incorporated new USAID branding initiative into project documentation
- Revised in-country program certificate template

1b. Quarter 3 Targeted and other Achievements (Washington, D.C.)

- Issued RFP for Basic Education's "Educational Reform – Ministerial Visit, OST I and II" training program; held a panel to evaluate the submitted technical proposals; negotiated technical and price proposals with bidders; and awarded subcontract for training delivery. In addition, issued purchase orders related to the program delivery.
- Transitioning from DT2 to START: Finalized support of 1 long-term academic participant at the American University, Washington DC (through February 2005).
- Transitioning from DT2 to START: Processing ITIN/Grantax applications for the 2004 DT2 participants.
- Provided logistical escort services for the participants of the SO-22, Basic Education program "Educational Reform - Ministerial Visit, OST I".
- Managed IIEWide data input for Start EDP US and 3rd country programs.
- Managed the HTH Heath Insurance for the US programs participants.
- Managed ITIN/Grantax applications for the US programs participants.
- Processed payments for the US and 3rd country programs.

2a. Quarter 4 Targets (Cairo)

- Visit Assiut medical center to examine the facility
- Complete transition of the memorandum of understanding for Assiut and Alexandria medical centers to START
- Recruit and train new Director of Training

2b. Quarter 4 Targets (Washington, D.C.)

- Procure training services for US and third country training programs as required.
- Transition from DT2 to START: Finalize the processing of ITIN/Grantax applications for the 2004 DT2 participants.
- Manage IIEWide data input for Start EDP US and 3rd country programs.
- Manage the HTH Heath Insurance for the US programs participants.
- Manage ITIN/Grantax applications for the US programs participants.
- Process payments for the US and 3rd country programs.

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Summary for SO 20-CHL - 287.05 (2 training programs) 11
Commitments for SO 20-CHL - 287.05

| SO 20 HWD - 287.06 / |         |         |         |       |          |        |              |                   |         |           |              |         |
| Planned   | 01-Jan-05 | 01-Jun-05 | 15-Jun-05 | WEG3503 | In-C    |        | 50           | Improving Health Education Skills-II |         | $0        | 50,588   | $0       |
| Completed | 01-Dec-04 | 04-Dec-04 | 14-Dec-04 | WEG3502 | 3rd-C   |        | 20            | Improving Health Education Skills-I | $110,000 | 40,000   | $29,542  | $16,561 |
| Completed | 01-Dec-04 | 05-Dec-04 | 23-Dec-04 | WEG3501 | US      |        | 20           | Education Technology Curriculum Development | $120,000 | 130,000  | $128,233 | $5,599 |

Summary for SO 20-HWD - 287.06 (3 training programs) 30
Commitments for SO 20-HWD - 287.06

| SO 20 IDS - 287.03 / |         |         |         |       |          |        |              |                   |         |           |              |         |
| Planned   | 01-Dec-04 | 01-Jul-05 | 15-Jul-05 | WEG2402 | US      |        | 2            | Leadership & Total Quality Management | $19,000  | 14,794   | $0         | $0      |
| Completed | 01-Dec-04 | 21-Nov-04 | 11-Dec-04 | WEG2401 | US      |        | 4            | HIV Management | $30,500  | 33,000   | $32,052  | $696    |

Summary for SO 20-IDS - 287.03 (2 training programs) 6
Commitments for SO 20-IDS - 287.03

Total Summary for SO 20

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Summary for SO 16-Small and Micro Enterprise D

Committed for SO 16-Small and Micro Enterpri

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Total Summary for SO 16

Summary for SO 16 (68 training programs)

Committed for SO 16

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Monday, April 11, 2008

Revised Budget (A-7)
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### Participants

#### Summary for SO 16-ESP-Elshams Project (9 trains)

#### Commitments for SO 16-ESP-Elshams Project

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**Mon, 10, 2008**

**Revised Budget (A-7)**
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**Participants**

**Summary for SO 16-ACTF - 288 (34 training program 1,505)**

**Commitments for SO 16-ACTF - 288**

**Budget**

$588,235  $588,235  $43,000  $43,000

---

**SO 16 AERI - 285**

Planned 01-Jan-05 01-Dec-05 31-Dec-05 WEG7303 3rd-C Plan 0 0 Holding figure for AERI/ACDI  $60,853  $0  $0

Completed 15-Sep-04 24-Sep-04 10-Oct-04 WEG7301 3rd-C Plan 20 13 OST to Spain & Mexico  $136,540  102,000  $99,630  $18,851

Completed 01-Feb-05 04-Feb-05 18-Feb-05 WEG7302 3rd-C Plan 15 17 OST to Mexico  $119,500  $107,650  $86,459  $0

**Participants**

**Summary for SO 16-AERI - 285 (3 training program 35)**

**Commitments for SO 16-AERI - 285**

**Budget**

$316,893  $282,353  $207,280  $103,310
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Summary for SO 11-ELTT - English Language Test 500
Commitments for SO 11-ELTT - English Language 9

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Commitments for SO 11
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SO-20 IDSR (#2) Draft, Submit, Get approval (note: different MAARD no.)
SO-20 CHL Submit, Get approval
SO-20 HMHC Draft, Submit, Get approval (still pending funds)
SO-22 FGF Draft, Submit, Get approval

2. Training Plan Updates
SO-16 AERI/ACDI Revise, Submit, Get approval
SO-16 ESP/EL-SHAMS Revise, Submit, Get approval
SO-16 SME Revise, Submit, Get approval (pending additional funds)
SO-16 NCW Revise, Submit, Get approval (pending additional funds)
SO-20 HWD Revise, Submit, Get approval
SO-22 Basic Ed Revise, Submit, Get approval

*NCW and SME are together under one MAARD; NCW was not listed in QPR 1
Annex 1. Progress by Training Plans - Breakdown

Achievement of Quarter 3 Targets

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1. New Training Plans*

SO-16 ACTP   Submit, Get approval – Achieved
SO-16 SME    Re-draft, Submit, Get approval – Not achieved (email approvals only)
SO-16 NCW    Re-draft, Submit, Get approval – Not achieved (email approvals only)
SO-20 CHEL  Draft, Submit, Get approval – Not Achieved (drafted only)
SO-20 HMHC  Draft, Submit, Get approval – Not Achieved (still pending funds)
SO-22 FGF   Draft, Submit, Get approval – Not Achieved

2. Training Plan Updates

SO-16 ESPEEL-SHAMS Submit, Get approval – Achieved
SO-20 HWD    Submit, Get approval – Not Achieved (original programs approved by email)
SO-20 IDSSR  Revise, Submit, Get approval – Not Achieved (Funding added is a different MAARD no. See New Training Plans for Q4)
SO-22 Basic Ed Revise, Submit, Get approval – Not Achieved (revised only; email approvals only)

3. Other

New Training Plans

Training Plan Updates

Targets for Quarter 4

1. New Training Plan

SO-16 DATA Draft, Submit, Get approval
SO-16 SME Re-draft, Submit, Get approval
Section Two: Summary of Training Inputs and Outputs

### Progress by Training Plan

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### Progress by Training Programs

<table>
<thead>
<tr>
<th></th>
<th>Q3 Target</th>
<th>Q3 Actual</th>
<th>Rate %</th>
<th>LOP Actual</th>
<th>Q4 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-country</td>
<td>5</td>
<td>4</td>
<td>80%</td>
<td>8</td>
<td>23</td>
</tr>
<tr>
<td>US</td>
<td>2</td>
<td>2</td>
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<td>5</td>
<td>7</td>
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<tr>
<td>Third Country</td>
<td>8</td>
<td>8</td>
<td>100%</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>15</td>
<td>14</td>
<td>93%</td>
<td>25</td>
<td>38</td>
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</tbody>
</table>

### Progress by Participants

<table>
<thead>
<tr>
<th>New Participant Starts</th>
<th>Q3 Target</th>
<th>Q3 Actual</th>
<th>Rate %</th>
<th>LOP Target</th>
<th>LOP Actual</th>
<th>Rate %</th>
<th>Q4 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-country</td>
<td>379</td>
<td>369</td>
<td>97%</td>
<td>3,500</td>
<td>949</td>
<td>27%</td>
<td>1,186</td>
</tr>
<tr>
<td>US</td>
<td>17</td>
<td>14</td>
<td>82%</td>
<td>375</td>
<td>49</td>
<td>13%</td>
<td>68</td>
</tr>
<tr>
<td>Third Country</td>
<td>57</td>
<td>45</td>
<td>79%</td>
<td>625</td>
<td>93</td>
<td>15%</td>
<td>58</td>
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<tr>
<td>TOTAL</td>
<td>453</td>
<td>428</td>
<td>94%</td>
<td>4,500</td>
<td>1,091</td>
<td>24%</td>
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### Progress by Gender (% Female Participants)

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<th>Q3 Actual</th>
<th>LOP Target</th>
<th>LOP Actual</th>
<th>Q4 Target</th>
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<tr>
<td>In-country</td>
<td>50%</td>
<td>42%</td>
<td>50%</td>
<td>55%</td>
<td>50%</td>
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<tr>
<td>US</td>
<td>50%</td>
<td>21%</td>
<td>50%</td>
<td>41%</td>
<td>50%</td>
</tr>
<tr>
<td>Third Country</td>
<td>50%</td>
<td>13%</td>
<td>50%</td>
<td>15%</td>
<td>50%</td>
</tr>
<tr>
<td>Overall</td>
<td>50%</td>
<td>76%</td>
<td>50%</td>
<td>37%</td>
<td>50%</td>
</tr>
</tbody>
</table>

* For a breakdown of plans see Annex 1
* LOP Actual progress by participants is calculated from the database.
  Data may change according to on-going updates.
1. Quarter 3 Target Achievements

a. Network Operations

- Construct START-EDP website and make operational – **On-going**

b. Database Administration

- Meet with Alan Johnston from Devis to strengthen the IOMS-TraiNet interface - **Achieved**

c. Information Systems / Products

- Manage databases from new START office – **On-going**
- Respond to information requests -**On-going**
- Track program payments -**On-going**

Reports compiled in Quarter 3

- Life of Project Charts: Jan 1 – Mar 31, 2005: Charts by SO, Location and Program Type

1b. Quarter 3 Other Achievements

a. Network Operations

- Contracted with new ISP (TE-DATA) to replace current ISP (MenaNet)

b. Database Administration

- Resolved data transfer issues (from IOMS-TraiNet)
- Enhanced compatibility of IOMS with TraiNet by adding the following TraiNet fields to IOMS tables: return status and termination reason.
- Enhanced reporting capability of IOMS

2. Quarter 4 Targets

- Complete construction of START-EDP website.


B. Administrative

1a. Quarter 4 Targeted and other Achievements (Cairo)

- Completed transition of the memorandum of understanding for Assiut and Alexandria medical centers to START.
- Follow-up communication with the Assiut medical center showed improvement in its facilities. A visit is no longer necessary.
- Continuing to recruit a suitable candidate for Director of Training—a one-year provisional position with no expatriate benefits. Elizabeth Khalifa will stand in as Acting START Director of Training until the position is filled.
- Hired and trained new Senior Accountant (Hany Fathy)
- Hired and trained new Finance and IT Consultant (Angela McCallum)
- Promoted in-house consultant to Finance Consultant and Network Administrator (Wael Kamal)
- Delegated the Director of Finance's responsibilities and announced protocol for signatures and document review
- Delegated Director of Training's responsibilities and announced protocol for signatures and document review
- Revised document templates to represent staff changes
- Updated signature files on bank accounts
- Updated contact lists
- Renewed full-time staff contracts through June 2006

1b. Quarter 4 Targeted and other Achievements (Washington, D.C.)

- Colin Davies, World Learning’s Director of Participant Training, visited the IIE office and met with USAID officials, including Remah Talaat. Salwa Nashed.


b. Overseas—Third-Country:


SO-16: ICT-Information and Communications Technology, "Telecommunications Regulatory Policy", OST, 3 Participants, October 2005, 3rd-C (Brussels and France)

SO-20 IDS R- Infectious Diseases Surveillance and Response, "TB/HIV Collaborative Activities Management Course", Short Course, 2 Participants, August 2005, 3rd-C (Ethiopia)


c. In-Country:

SO-16: ACTF-Assistance for Customs and Trade Facilitation, "English Language" Short Course, 100 Participants, March-September 2005. Program is currently implementing.

SO-16: ACTF-Assistance for Customs and Trade Facilitation, "MS Excel" Workshop, 100 Participants, June-July 2005. Program is currently implementing.

participants successfully completed the objectives of the course and are applying the lessons in their respective departments for WBDC.


Forty middle managers attended the “Small Business Lending Techniques” training program here in Cairo. Participants learned the fundamentals of loans and interest rates. New laws in Egypt have facilitated the opening of SMEs. Participants learned about the new laws and are now prepared to take advantage of them so that they can improve their businesses.

4. Assistance for Customs and Trade Facilitation (SO16): Managed 100 participants attending a workshop on Microsoft Word from June 12 – June 30, 2005 in Cairo, Egypt. 

One hundred participants with introductory knowledge of computers demonstrated better automated performance, overall computer skills, and better work performance. All participants can now write word-processed documents, format the documents, create office templates, and organize their files within a computerized filing system.

2. Quarter 5 Targets

The following programs are scheduled for completion in the fifth quarter:

a. Overseas—United States:


can explain decision-making processes for Customs labs, training centers and ports. They can also describe how a developed customs organization invests in its organizational structure, remains dynamic, and embraces change and challenges.

6. Communications for Healthy Living (SO20): Managed 8 participants attending the "Advances in Health Communication" short course from June 5 – 19, 2005 in Beirut, Lebanon.

Eight Egyptian professionals (health education directors, television announcers, and information specialists) attended a short course in Lebanon. The Johns Hopkins Bloomberg School of Public Health and the American University in Beirut offered their twelfth workshop on Arabic Advances in Development Communication. The focus was on the development of strategic programs for family health. Participants learned communication strategies that will help them reach a larger audience for their participatory programs. Improved interpersonal skills, enhanced multimedia techniques, focused advocacy skills, and state-of-the-art communication approaches covered at the workshop have prepared participants to mobilize grassroots communication channels and build self-sustaining programs systematically. As a result of their training, participants will be able to attract corporate and media support to leverage communication costs.

c. In-Country

1. National Council for Women (SO16): Managed 10 participants attending a "Basic and Technical Writing in English" training program from April 26 – May 3, 2005 in Cairo, Egypt.

Accommodating an ad hoc request from the Women's Business Development Center (WBDC) to enhance the writing skills of its professional staff, START-EDP arranged a short course for ten WBDC staff members. During the "Basic and Technical Writing in English" course, the participants learned to write both formal and informal reports, write proposals with budgets, and compose clear instructions. Special attention was given to audience awareness and addressing the needs of the reader. All participants successfully achieved the objectives of the course and are currently applying their new skills on the job at WBDC.

2. National Council for Women (SO16): Managed 10 participants attending the "Basic Sales and Effective Internet Sales Skills" training program from May 15 – 19, 2005 in Cairo, Egypt.

A second request from the Women's Business Development Center (WBDC) to improve the sales skills of their staff focused principally on effective Internet sales skills. Ten staff members learned how to respond to queries and give information to potential customers, and shape the information the audience is persuaded to buy. Matters of ethics and customer satisfaction were discussed. The
3. **Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably (SO16):** Managed 12 participants attending the “MacFrut” Workshop from May 5 - 12, 2005 in Bologna, Italy.

Twelve Egyptian exporters with experience in planting vegetables in greenhouses attended an international trade fair in Bologna, Italy. The MacFrut trade fair focused on equipment, technologies, and services for the production, packing, marketing, and transport of fruits and vegetables. Participants learned to describe the latest European and international techniques in packaging, production and marketing, and to identify potential international clients and export opportunities for Egyptian food products.

4. **Agricultural Exports and Rural Incomes/Agricultural Cooperative Development International (SO16):** Managed 14 participants attending the “OST to Mexico-3” from May 27 - June 9, 2005 in Mexico.

Fourteen private sector professionals and government officials participated in this observational study tour to Mexico where they learned about marketing mechanisms, hygiene standards, and sanitation systems. Participants visited a beef operation where cattle are fed only crop residues and food industry by-products, observed a cattle auction, and met with the cattlemen association. Participants also visited a farmer's association that has a dairy plant and a slaughtering and packing facility. Finally, they observed live animal markets and the services these markets provide (platforms, toilets, scales, etc.). Government officials discussed the implementation of new bylaws for both live animal markets and processing plants. The sites for the two-week tour included Ciudad Obregón, Hermosillo, and Nogales in the Sonora region; Villahermosa, in Tabasco; and Queretaro and Ezequiel Montes in the region of Queretaro.

5. **Assistance for Customs and Trade Facilitation (SO16):** Managed 11 participants attending the "Customs Training Institute and Management in Canadian Customs" OST from June 15-23, 2005 in Ottawa and Montreal, Canada.

The purpose of this observational study tour in Ottawa and Montreal was to demonstrate operation procedures of Canadian Customs and to adopt the most suitable practices for Egyptian Customs. Eleven middle managers directly involved in the Egyptian Customs Authority's drive to reform and modernize participated. The program discussed the following: training and learning functions managed at the national and regional levels, development of curricula and course materials, and whether Egypt can develop a similar training and learning facility. Additionally, through depiction of middle management experiences and illustration of methods for integrating learning, participants identified best practices and lessons learned and the feasibility in Egypt. Canada is well-suited because of its large geographic territory, an issue that the Egyptian Customs Authority is interested in. Participants
the leadership of the schools. Seven Egyptian governates—Alexandria, Cairo, Minya, Fayoum, Beni Suef, Qena, and Aswan—make up the focus for this USAID education reform program. Participants can now lead education reform in Egypt in their governate and start the process of decentralization.

b. Overseas: Third Country

1. Information and Communications Technology (SO16): Managed 2 participants attending the “Telecommunications Sector Policy Consultation” Conference and Observational Study Tour from April 9 – 15, 2005 in Dundalk and Dublin, Ireland.

A two-day conference, organized by Ireland, the European Union and the European Commission, addressed issues relevant to the objectives of the Information and Communications Technology (ICT) Program: increased e-government and e-business in Egypt. Two middle managers attended this conference in Dundalk, Ireland. The conference addressed the following topics: regulatory frameworks for electronic communications, deployment of broadband and online services, the implementation of the New Regulatory Framework, E-Government: an Information Society Success Story in the EU, and the role of the private sector in the delivery of the Information Society for all citizens. Participants then went to Dublin where they learned about telecommunications sector policies and development programs in Ireland. Participants can discuss the initiation of political dialog on Information Society policy and describe the telecommunications sector policies of the government of Ireland, how the policies came into being, and the impact of the policies on the sector, the economy, and the society. Ultimately, these experiences can be applied in Egypt as they are directly related to the industry development goals that the Ministry of Communications and Information Technology (MCIT) has established for Egypt.

2. Information and Communications Technology (SO16)): Managed 4 participants attending the “Electronic Signature Auditor” Short Course from April 9 – 16, 2005 in Ireland.

Four senior managers attended a short course in Ireland on electronic signatures and the functioning of electronic signature service providers. Among the range of topics covered were the following: risk assessment, management life-cycles, auditing cryptography, and liability related to the provision of electronic signatures. Participants learned about current technologies used to provide electronic signatures and government standards for licensed service providers in the European Union. In further promoting the objectives of the Information and Communications Technology (ICT) Program, which seeks to increase the use of technology to improve Egyptian business competitiveness, participants are now able to report their audit findings and present their conclusions to a regulatory agency.
Section One: Narrative Summary

A. Training

1. Quarter 4 Achievements

<table>
<thead>
<tr>
<th></th>
<th>US Programs</th>
<th>Participants</th>
<th>Third Country Programs</th>
<th>Participants</th>
<th>In-Country Planned Programs</th>
<th>Ad Hoc Requests</th>
<th>Participants</th>
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<td>30</td>
<td>6</td>
<td>51</td>
<td>2</td>
<td>2</td>
<td>160</td>
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<td>Non-START</td>
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<td>43</td>
<td>5</td>
<td>34</td>
<td>9</td>
<td></td>
<td>764</td>
</tr>
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a. Overseas: United States

1. Agricultural Exports and Rural Incomes/Enhanced Livelihoods from Smallholder Horticultural Activities Managed Sustainably (SO16): Managed 21 participants attending the "Small Scale Production and Post-Harvest Handling of Vegetable Crops" Workshop and Observational Study Tour from June 11 – 25, 2005, in Davis, California, USA.

Twenty-one Egyptian professionals who are working closely with EL-SHAMS Farmer Associations (NGOs) participated in this two-part activity: a four-day workshop, conducted in Davis, California, and an observational tour including six days of field visits. The workshop focused on small-scale horticulture marketing and post-harvest handling and cooling practices. The six days of field visits included packinghouses, farms, and markets where participants observed production and post-harvest handling practices for crops and herbs and interacted with people involved with the California produce industry. As a result, participants are able to demonstrate small-scale, cost effective methods used for the production of high quality vegetable crops which will help them expand their operations and increase their profits.

2. Basic Education (SO22): Managed 9 participants attending the "Education Reform Project-Ministerial Visit II" observational study tour from May 7 – 16, 2005 in Raleigh, NC, USA.

The nine participants on this observational study tour to Raleigh, North Carolina visited a reformed school, a Tech high school, and a professional development school. Focusing on how vocational/technical education is handled at the secondary level, participants learned about successful education reform approaches (e.g. decentralizing authority), and more effective fostering of partnerships (e.g. school-to-work systems). Curriculum development and student assessment approaches were covered along with strategies for decentralized education management, delegation of authority, forward planning, and tracking the flow of responsibility to
<table>
<thead>
<tr>
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<th>End</th>
<th>PID</th>
<th>Loc</th>
<th>Source</th>
<th>Participants</th>
<th>Plan Actual</th>
<th>Program Name</th>
<th>Plan</th>
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<th>Unpaid Comm.</th>
<th>Surplus</th>
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<td>155000</td>
<td>$154,371</td>
<td>$154,371</td>
<td>$384</td>
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</table>

**Summary for SO 22-Basic Education - 286 (3 training programs)**

- **Total Summary for SO 22**
  - **Summary for SO 22 (3 training programs)**
    - Participants: 24
    - Budget: $353,500 $358,500 $207,487 $154,371 $384

- **79 total training programs**
  - **Grand Totals:**
    - Participants: 3,036 872
    - Budget: $3,281,239 $3,105,125 $1,671,315 $1,154,054 $13,701
  - **Commitment Total:** 1,138

---

*Monday, April 11, 2008 - Revised Budget (A-7)*
### Completed

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#### Summary for SO-16 Environment for Trade and Investment

**SO-16 Environment for Trade and Investment Strengthened Data Access and Transmission Activity**

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#### Summary for SO-16 Environment for Trade and Investment

**SO-16 Environment for Trade and Investment Strengthened ESP-El shams Project**

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**Summary for SO-16 Environment for Trade and Investment Strengthened AERI - 285**

**Planned:**

- 15-Aug-05 15-Aug-05 01-Sep-05 WEG7305 3rd-C Plan 15 0 OST to Mexico-4 $90,000 $0 $0
- 01-Jan-05 01-Dec-05 31-Dec-05 WEG7303 3rd-C Plan 0 0 Holding figure for AERIACDI $60,853 105493 $0 $0
- 15-Dec-05 15-Dec-05 01-Jan-06 WEG7306 3rd-C Plan 15 0 OST to Mexico-5 $90,000 $0 $0
- Completed 01-Feb-05 04-Feb-05 18-Feb-05 WEG7302 3rd-C Plan 15 17 OST to Mexico $119,500 $107,650 $22,897

**Completed:**

- Completed 01-Feb-05 04-Feb-05 18-Feb-05 WEG7302 3rd-C Plan 15 17 OST to Mexico $119,500 $107,650 $22,897

**Participants Budget**

- Planned $588,235
- Revised $588,235
- Committed $138,055
- Unpaid Comm. $138,055

**Total Budget:**

- $588,235
- $138,055
- $350,180

**Completed Summary:**

- Completed 01-Feb-05 04-Feb-05 18-Feb-05 WEG7302 3rd-C Plan 15 17 OST to Mexico $119,500 $107,650 $22,897

**Wednesday, June 23, 2005**

**Revised Budget (A-7)**

**Page 3 of 10**

**Summary for SO-16 Environment for Trade and Investment Strengthened AERI - 285**

- Planned 15-Aug-05 15-Aug-05 01-Sep-05 WEG7305 3rd-C Plan 15 0 OST to Mexico-4 $90,000 $0 $0
- Planned 01-Jan-05 01-Dec-05 31-Dec-05 WEG7303 3rd-C Plan 0 0 Holding figure for AERIACDI $60,853 105493 $0 $0
- Planned 15-Dec-05 15-Dec-05 01-Jan-06 WEG7306 3rd-C Plan 15 0 OST to Mexico-5 $90,000 $0 $0
- Completed 01-Feb-05 04-Feb-05 18-Feb-05 WEG7302 3rd-C Plan 15 17 OST to Mexico $119,500 $107,650 $22,897

**Wednesday, June 23, 2005**

**Revised Budget (A-7)**

**Page 3 of 10**
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#### Summary for SO-11 ELTT-ELTT - English Language Testing and Training - 244

- Participants: 500
- Budget: $551,618 $589,283

#### Total Summary for SO-11 ELTT
- Participants: 500
- Budget: $551,618 $589,283

---

*For Programs with Start Dates between 7/27/2004 and 1/30/2006*

**START- Egypt Development Program**

Page 1 of 10
3. Other

New Training Plans

Training Plan Updates

Targets for Quarter 5

1. New Training Plan
   SO-16 SME  
   SO-16 NCW  
   SO-20 HMHC
   Get approval  
   Get approval  
   Draft, Submit, Get approval

2. Training Plan Updates
   SO-16 SME  
   SO-16 NCW  
   SO-20 IDSR
   Revise, Submit, Get approval (pending additional funds)  
   Revise, Submit, Get approval (pending additional funds)  
   Revise, Submit, Get approval
Annex 1. Overview of Training Plan Status/Updates

Achievement of Quarter 4 Targets

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1. New Training Plans

- **SO-16 DATA**: Draft, Submit, Get approval - Achieved
- **SO-16 SME**: Draft, Submit, Re-draft, Submit, Get approval
- **SO-16 NCW**: Draft, Submit, Re-draft, Submit, Get approval - Achieved
- **SO-20 CHL**: Draft, Submit, Get approval - Achieved
- **SO-20 HMHC**: Draft, Submit, Get approval (Still pending funds)
- **SO-20 IDS (R2)**: Draft, Submit, Get approval - Achieved (awaiting signature) (diff. MAARD #)
- **SO-22 FGP**: Draft, Submit, Get approval (FGP rejects K21D grant)

2. Training Plan Updates

- **SO-16 AER/ACDI**: Revise, Submit, Get approval - Achieved (awaiting signature)
- **SO-16 ESP/EL-SHAMS**: Submit, Get approval - Achieved (rev #2)
- **SO-16 SME**: Revise, Submit, Get approval (Still pending new funds)
- **SO-16 NCW**: Revise, Submit, Get approval (Still pending new funds)
- **SO-20 FGP**: Submitt, Get approval - Achieved (original programs approved by email)
- **SO-20 IDS**: Revise, Submit, Get approval (First MAARD)
- **SO-22 Basic Ed**: Submit, Get approval - Achieved (original programs approved by email)

Note: It was expected that the SME and NCW plans would be signed as new training plans (programs were done by email approvals), and then additional funding was going to be immediately available for training plan updates. The new funding has not come forth.
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Notes: Due to rounding, some percentages may not 100%.
## Progress by Training Plan

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## Progress by Training Programs

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## Progress by Participants

<table>
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<th>Q4 Actuals</th>
<th>LOF</th>
<th>Q5</th>
<th>Q5 Actuals</th>
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<tbody>
<tr>
<td>New Participant Starts</td>
<td>36</td>
<td>26</td>
<td>72%</td>
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<tr>
<td>Domestic</td>
<td>33</td>
<td>26</td>
<td>79%</td>
<td>33</td>
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<tr>
<td>US</td>
<td>3</td>
<td>1</td>
<td>33%</td>
<td>3</td>
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<tr>
<td>Third Country</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>1</td>
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<tr>
<td>TOTAL</td>
<td>38</td>
<td>28</td>
<td>74%</td>
<td>37</td>
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## Progress by Gender (% Female Participants)

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<tr>
<th>Location</th>
<th>Q4</th>
<th>Q4 Actuals</th>
<th>LOF</th>
<th>Q5</th>
<th>Q5 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>50%</td>
<td>26%</td>
<td>50%</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>US</td>
<td>50%</td>
<td>14%</td>
<td>50%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Third Country</td>
<td>50%</td>
<td>6%</td>
<td>50%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Overall</td>
<td>50%</td>
<td>11%</td>
<td>50%</td>
<td>11%</td>
<td>11%</td>
</tr>
</tbody>
</table>

*For a definition of process Asses*

*LOF Actual percent by participant is calculated from the 6-week test data that is ongoing in the US.

*All gender participation includes all five countries.*
• Responded to information requests
• Tracked program payments
• Priced new servers
• Priced software licenses
• Purchased air conditioner for server room
• Checked inventory (all items accounted for)

Reports compiled in Quarter 4
• Life of Project Charts: April 1 – June 30, 2005: Charts by SO, Location and Program Type

2. Quarter 5 Targets

• Purchase new server and fine-tune configuration
• Determine if software licenses need to be purchased or can be upgraded
• Train in-house network administrator backup
• Resolve service issue with ISP (TE-DATA)
• Purchase anti-virus update for upgraded Windows compatibility
• Update and manage database.
• Respond to information requests as needed
• Track program payments
Carlton Bennett, and Abeer Rikh, to discuss Task Order implementation and funding issues.
- Issued four purchase orders for the procurement of training delivery and logistical support services for U.S. and third-country training programs
- Prepared a modification of the START-EDP budget to reflect a reorganization of the project management structure
- Transitioning from DT2 to START: Processed ITIN/Grantax applications for the 2004 DT2 participants
- Managed IIEWide data input for Start EDP US and 3rd-country programs
- Managed the HTH Health Insurance for the US programs participants
- Managed ITIN/Grantax applications for the US programs participants
- Processed payments for the US and 3rd-country programs

2a. Quarter 5 Targets (Cairo)

- Recruit and train new Director of Training
- Recruit two new SO Training Coordinators to replace Jacqueline Kameel and Sarah El Ayashy
- Prepare and send first Annual Report

2b. Quarter 5 Targets (Washington, D.C.)

- Procure training services for US and third-country training programs as required
- Transition from DT2 to START: Finalize the processing of ITIN/Grantax applications for the 2004 DT2 participants
- Manage IIEwide data input for Start EDP US and 3rd-country programs
- Manage the HTH Health Insurance for the US programs participants
- Manage ITIN/Grantax applications for the US programs participants
- Process payments for the US and 3rd-country programs

C. Information Systems

1a. Quarter 4 Target and Other Achievements

a. Network Operations
   - Resolved network failure
   - Retrieved lost information from network failure

b. Database Administration
   - Resolved data errors in IOMS database
   - Entered second MAARD account into IOMS for SO16: IDSR

c. Information Systems / Products
   - Completed construction of START-EDP website
   - Managed databases
Total Participants* by Program Type: Start of Project - June 30, 2005

### Table: Total Participants by Program Type

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Combined</th>
<th>Conference</th>
<th>OST</th>
<th>Short Course</th>
<th>Workshop</th>
<th>English</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Workshop</td>
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<td>315</td>
<td>91</td>
<td>218</td>
<td>21</td>
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<td>679</td>
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</table>

**Note:** *Data does not include ELTT participants

Data Run: June 30, 2005
Annex 3a: Participant Data to Date

START Participant Data: Start of Project - June 30, 2005

<table>
<thead>
<tr>
<th>Location</th>
<th>In-C</th>
<th>US</th>
<th>3rd-C</th>
<th>Grand Total</th>
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<tbody>
<tr>
<td>Total</td>
<td>794</td>
<td>79</td>
<td>144</td>
<td>1,041</td>
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</table>

**Total Participants Trained by SO**

- SO-16: 679
- SO-17: 0
- SO-18: 0
- SO-19: 0
- SO-20: 46
- SO-21: 0
- SO-22: 292

**Total Participants Trained by Location per Year**

- 2005: TC 96, US 44, In-C 214

Note: *Data does not include ELTT participants (SO11)*

Date Run: June 30, 2005
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<tr>
<th>ImpStatus</th>
<th>Start</th>
<th>End</th>
<th>PID</th>
<th>Loc</th>
<th>Source</th>
<th>Participants Plan</th>
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<th>Program Name</th>
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<tr>
<td>Planned</td>
<td>01-Jul-05</td>
<td>15-Jul-05</td>
<td>WEG7404</td>
<td>In-C</td>
<td>Plan</td>
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<td>Holding Figure-$ used in WEG7405</td>
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<td>03-Sep-05</td>
<td>WEG7407</td>
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<td>Secondary Education Reform: Matching Knowledge and Skills to Markets and Budgets II</td>
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<td>Committed</td>
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<td>17-Aug-05</td>
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<td>Secondary Education Reform: Matching Knowledge and Skills to Markets and Budgets I</td>
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<td>Implement</td>
<td>11-Jun-05</td>
<td>02-Jul-05</td>
<td>WEG7405</td>
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<td>Improving Quality in Education Systems</td>
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<td>10-Oct-04</td>
<td>WEG7401</td>
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<td>School Support-Follow on</td>
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<td>22-Mar-05</td>
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<td>WEG7402</td>
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<td>Education Reform-Ministerial OST-I</td>
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<td>05-May-05</td>
<td>WEG7403</td>
<td>US</td>
<td>Plan</td>
<td>10 9</td>
<td>Education Reform-Ministerial OST-II</td>
<td>$150,000 $88,281 $73,685</td>
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Summary for SO-22 Basic Education Improved to

Commitments for SO-22 Basic Education Improve

Total Summary for SO-22 Basic Educ

Summary for SO-22 Basic Education Improved

Commitments for SO-22 Basic Education Improv

99 total training programs
Grand Totals:
Commitment Total

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<tr>
<td></td>
<td>Revised Budget</td>
<td>Page 10 of 10</td>
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Wednesday, June 29, 2005
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<th>End</th>
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<th>Source</th>
<th>Participants</th>
<th>Program Name</th>
<th>Plan</th>
<th>Revised</th>
<th>Committed</th>
<th>Unpaid Comm.</th>
<th>Surplus</th>
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<tbody>
<tr>
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<td></td>
<td></td>
<td>Participants</td>
<td>Budget</td>
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<td>Total Summary for SO-20 Healthier</td>
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<td>SO-20 Healthier Planned Families CHL - 287.05</td>
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<td>Leadership in Communication</td>
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<td>25-Sep-05</td>
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<td>Completed</td>
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<td>19-Jun-05</td>
<td>WEG3401</td>
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<td>8</td>
<td>8</td>
<td>Advances in Health Communication</td>
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<td>42,500</td>
<td>41,800</td>
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</table>

Summary for SO-20 Healthier Planned Families - CHL 11

Commitments for SO-20 Healthier Planned Families 8

| SO-20 Healthier Planned Families HWD - 287.06 |         |         |         |       |     |        |                   |             | Improving Health Education Skills-II              |      |         |           |              |         |
| Planned  | 01-Jan-05 | 01-Sep-05 | 15-Sep-05 | WEG3503 | In-C |         | 50                 | 0           | Improving Health Education Skills-II              |      |         |           |              |         |
| Terminated| 12-Dec-04 | 12-Dec-04 | 30-Dec-04 | WEG3504 | US  |         | 0                  | 0           | Termination Fees for Leadership and Total Quality Management |      | 1,700   | 1,700     | 1,700       |         |
| Completed| 01-Dec-04 | 04-Dec-04 | 14-Dec-04 | WEG3502 | 3rd-C|         | 20                 | 14          | Improving Health Education Skills-II              |      | 110,000 | 49,000    | 48,442      | 35,461  |
| Completed| 01-Dec-04 | 05-Dec-04 | 23-Dec-04 | WEG3501 | US  |         | 20                 | 20          | Education Technology Curriculum Development       |      | 120,000 | 130,000   | 128,233     | 3,901   |

Summary for SO-20 Healthier Planned Families - HWD 90

Commitments for SO-20 Healthier Planned Families 34

| SO-20 Healthier Planned Families IDSR - 287.03 |         |         |         |       |     |        |                   |             | Leadership & Total Quality Management             |      | 19,000  | 14794     | 0           | 0       |
| Planned  | 01-Dec-04 | 15-Aug-05 | 30-Aug-05 | WEG2402 | US  |         | 2                  | 2           | Leadership & Total Quality Management             |      |         |           |              |         |
| Completed| 01-Dec-04 | 21-Nov-04 | 11-Dec-04 | WEG2401 | US  |         | 4                  | 4           | HIV Management                                     |      | 30,500  | 33,000    | 32,052      | 672     |

Summary for SO-20 Healthier Planned Families - IDSR 6

Commitments for SO-20 Healthier Planned Families 4

Wednesday, June 29, 2005

Revised Budget (4-7)
<table>
<thead>
<tr>
<th>ImpStatus</th>
<th>Initial Start</th>
<th>End</th>
<th>PID</th>
<th>Loc</th>
<th>Source</th>
<th>Program Name</th>
<th>Participants</th>
<th>Budget</th>
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<td></td>
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</table>

**Summary for SO-16 Environment for Trade and Investment Strengthened Small and Micro Enterprise Development - 212**

**Planned**

<table>
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<tr>
<th>Planned</th>
<th>01-Nov-04</th>
<th>01-Oct-05</th>
<th>01-Oct-05</th>
<th>WEG7502</th>
<th>3rd-C</th>
<th>Plan 3</th>
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<th>International Training</th>
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<tr>
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<td>06-Dec-04</td>
<td>08-Dec-04</td>
<td>WEG7503</td>
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<td>Microfinance Network for the Arab Countries</td>
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<td>09-Jun-05</td>
<td>WEG7501</td>
<td>In-C</td>
<td>Plan 250</td>
<td>40</td>
<td>Small Business Lending Techniques-5 used in Western Europe</td>
<td>$79,265</td>
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**Completed**

|          |            |            |            |        |       |        |   |                      |         |
|          |            |            |            |        |       |        |   |                      |         |

**Summary for SO-16 Environment for Trade and Investment Strengthened Small and Micro Enterprise Development - 212**

**Participants**

|          |            |            |            |        |       |        |   |                      |         |
|          |            |            |            |        |       |        |   |                      |         |

**Commitments for SO-16 Environment for Trade**

|          |            |            |            |        |       |        |   |                      |         |
|          |            |            |            |        |       |        |   |                      |         |

**Total Summary for SO-16 Environment for Trade**

**Participants**

|          |            |            |            |        |       |        |   |                      |         |
|          |            |            |            |        |       |        |   |                      |         |

**Commitments for SO-16 Environment for Trade**

|          |            |            |            |        |       |        |   |                      |         |
|          |            |            |            |        |       |        |   |                      |         |

**Summary for SO-16 Environment for Trade and Investment Strengthened Small and Micro Enterprise Development - 212**

**Commitments for SO-16 Environment for Trade**
<table>
<thead>
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<th>Imp/Status</th>
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<th>PID</th>
<th>Loc</th>
<th>Source</th>
<th>Participants</th>
<th>Plan</th>
<th>Actual</th>
<th>Revised</th>
<th>Committed</th>
<th>Unpaid Comm.</th>
<th>Surplus</th>
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<tbody>
<tr>
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<td>23-Nov-05</td>
<td>05-Dec-05</td>
<td>WEG0699 3rd-C</td>
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<tr>
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<td>05-Mar-05</td>
<td>11-Mar-05</td>
<td>WEG0512 US</td>
<td>Plan 7</td>
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<td>15-Apr-05</td>
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</table>

**Participants**

**Summary for SO-16 Environment for Trade and Investment Strengthened National Council for Women - 258**

**Commitments for SO-16 Environment for Trade and Investment Strengthened National Council for Women - 12**

| Planned   | 01-Jun-05   | 01-Oct-05   | 01-Oct-05   | WEG1210 3rd-C | Plan 2  | 75th Anniversary of SPW | $7,844 | 7021 | $0 | $0 |
| Completed | 06-Dec-04   | 06-Dec-04   | 06-Dec-04   | WEG1201 In-C | Plan 4  | Sarabey Conference | $1,150 | 1200 | $1,150 | $57 |
| Completed | 06-Dec-04   | 06-Dec-04   | 06-Dec-04   | WEG1202 In-C | Request 21 | Basic & Advanced Microsoft Office- from WEG7501 | $0 | 4145 | $4,062 | $4,062 |
| Completed | 12-Feb-05   | 16-Feb-05   | 05-Mar-05   | WEG1203 In-C | Request 30 | Introduction to GIS- $ from WEG7501/5 Savings used in WEG1208 | $0 | 2743 | $2,741 | $0 | $2 |
| Completed | 06-Mar-05   | 06-Mar-05   | 09-Mar-05   | WEG1203 3rd-C | Request 1  | 7th Wabex Women in Business Conference- $ from WEG7501 | $0 | 1394 | $1,394 | $516 |
| Completed | 12-Mar-05   | 12-Mar-05   | 12-Mar-05   | WEG1206 3rd-C | Request 1  | The International Islamic Finance Forum- $ from WEG7501 | $0 | 3524 | $3,524 | $630 |
| Completed | 26-Mar-05   | 26-Mar-05   | 30-Mar-05   | WEG1207 3rd-C | Request 2  | The 2nd Middle East Best Practice Conference- $ from WEG7501 | $0 | 5675 | $5,675 | $1,498 |
| Completed | 26-Apr-05   | 26-Apr-05   | 03-May-05   | WEG1204 In-C | Request 20 | Basic & Technical Writing in English- $ from WEG1203 | $0 | 6815 | $4,797 | $4,797 |
| Completed | 01-Apr-05   | 15-May-05   | 19-May-05   | WEG1209 In-C | Plan 15 | Basic Sales & Effective Internet Business Skills | $2,835 | 2835 | $2,835 | $2,835 |

*Participants*

*Summary for SO-16 Environment for Trade and Investment Strengthened National Council for Women - 258*

*Commitments for SO-16 Environment for Trade and Investment Strengthened National Council for Women - 12*
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<th>Imp/Status</th>
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**Participants**

**Budget**

$653,360  $506,477  $484,980  $293,426

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**SO-16 Environment for Trade and Investment Strengthened ICT - 282**

| Planned | 01-Feb-05 | 17-Jul-05| 23-Jul-05| WEG0502 | 3rd-C | Plan 3 4 | Telecommunications Regulatory Policy Consultation I | $16,920 | $0      | $0        |              |            |
| Planned | 01-Jun-05 | 01-Aug-05| 15-Aug-05| WEG0511 | 3rd-C | Plan 3 0 | Telecommunications Regulatory Policy Consultation III | $16,920 | $0      | $0        |              |            |
| Planned | 01-Feb-05 | 01-Sep-05| 15-Sep-05| WEG0504 | 3rd-C | Plan 4 0 | IT Laws and Regulation II                                  | $12,032 | $0      | $0        | $0          |            |
| Planned | 01-Apr-05 | 01-Sep-05| 15-Sep-05| WEG0510 | US    | Plan 2 0 | SCAMPI Transition Program                                  | $6,864  | $0      | $0        | $0          |            |
| Planned | 01-Feb-05 | 01-Sep-05| 15-Sep-05| WEG0505 | US    | Plan 10 0 | TLO Networking Trip I                                      | $73,000 | $0      | $0        | $0          |            |
| Planned | 01-Mar-05 | 15-Oct-05| 30-Oct-05| WEG0507 | US    | Plan 5 0 | IT Assoc. on Capacity Building OST NVTC                    | $38,438 | $0      | $0        | $0          |            |
| Planned | 01-Mar-05 | 20-Oct-05| 29-Oct-05| WEG0508 | US    | Plan 20 3 | Emergency Communications                                   | $61,000 | $0      | $0        | $0          |            |
| Planned | 01-Mar-05 | 12-Nov-05| 25-Nov-05| WEG0508 | 3rd-C | Plan 3 0 | Telecommunications Regulatory Consultation II               | $16,920 | $0      | $0        | $0          |            |
World Learning/Institute of International Education
START Task Order 810 - Egypt
Contract EEE-1-00-01-00016-00
Annual Report 1

START-EDP
First Annual Progress Report
Table of Contents

I. Summary of START-EDP Achievements
   A. Implementation Targets 1
   B. Results 5
   C. Administrative Achievements 6

II. Annexes
   A. Summary of Training Inputs and Outputs
   B. Status of Training Plans from July 27, 2004 to June 30, 2005
   C. Budget Projections and Training Expenditures by SO
FIRST ANNUAL PROGRESS REPORT

START-EDP progress in its first year is detailed in the four quarterly reports submitted to World Learning this year. The Annual Progress Report begins with a brief summary of the progress, followed by a number of annexes that further detail the achievements.

I. Summary of START-EDP First-Year Achievements

A. Implementation Targets

Training Planning – For START-EDP's first year, 13 new training plans were developed. These 13 plans represent 72% of the reported target. START-EDP, in collaboration with USAID, TA contractors, grantees, and Egyptian partner institutions, developed these plans at minimal cost.

Over the course of the year, START-EDP revised 2 training plans. Revisions were necessary for the most part to accommodate requests to plans, to add or subtract funds to existing plans, or to transfer funds from one activity to another. See Annex A for a list of new and revised training plans.

Participants Trained - In this first year, START-EDP trained 1,081 participants with 663 trained in the first two quarters and 354 in the last two quarters. As the chart below illustrates, 65% of the total participants were trained in 2004. The number of participants trained in Egypt during the last two quarters, but the number of programs doubled (i.e. there were 3 programs during the first two quarters and 6 in the last two). The number of participants trained in third countries doubled in the last two quarters while the number of participants sent to the U.S. remained relatively constant.

* Chart does not include the 64 English language participants
START-EDP trained 223 participants overseas in its first year; participants who traveled to third countries represent 14% of the total while those trained in the U.S. represent 8%. The remaining 794 participants, or 78%, were trained in-country. See Annex B for a summary of training inputs and outputs over the four quarters.

In-country programs make up 78% of the total in part because they are much cheaper to implement. Similarly, to adhere to budget limitations, START-EDP has also relied more heavily on off-the-shelf training (including customized off-the-shelf) over tailored solutions. The following pie chart indicates that off-the-shelf training represented just over half of all procurements in the first year.
Training by Strategic Objective – During the first year, START-EDP implemented 32 total programs, 25 of which were under SO16 activities. In other words, 78% of the programs during this first year were for SO16 activities. Likewise, SO16 also trained significant numbers of participants: 679 participants, 66% of the total number trained this year. SO22 ran 3 programs this year and trained 29% of the participants. SO20 trained the smallest number of participants barely reaching 5%.

Notable achievements during START-EDP’s first year include the management of:

- The objective of the Euro-Mediterranean ICT Ministerial Conference was to initiate political dialog on Information Society policy to promote the adoption of competitive regulatory frameworks. For the SO16 Information and Communications Technology activity, START-EDP sent two government officials to Dundalk, Ireland for this event;
- For the SO22 Basic Education activity, START-EDP sent 16 participants for two Ministerial visits to the US. The Minister of Education and members of his delegation were extremely positive about the experience. The Minister believes the goal was achieved. All of the participants claimed the lessons learned were enormous;
- START-EDP organized three Observation Study Tours to Mexico for the SO16 Agricultural Exports and Rural Incomes/Agricultural Cooperative Development International activity. With only 10 days lead time for the third OST, START-EDP sent 14 private sector professionals and government officials to 3 different Mexican regions;
- Advanced business writing in English for 10 participants from the SO-16 National Council of Women activity equipped them with employable skills:
Type of Training – Short courses were the most popular type of training activity, with conferences following in second place. In fact, 46% of the participants trained this year participated in a short course, while 29% attended a conference. OSTs were also popular; 10% of those trained this year participated in an OST.

Conferences appear to be a more popular type of training, looking solely at the number of participants. If instead the number of programs is taken into account, in fact, 31% (11 out of 32) of the programs this year were short courses, while 28% (9 out of 32) were OSTs.

Training Costs – The table below details the various types of new program starts, with the average cost per participant by location. As expected, the U.S. programs were the most expensive, with 3rd-country programs often costing less than half and in-country programs costing 97% less.
B. Training Achievements and Lessons Learned

Under START-EDP follow-up evaluations are conducted by USAID. Thus, our results and lessons learned cannot address participants’ satisfaction, whether learning objectives were achieved, or how likely participants are to apply what they learned. The instances in which positive feedback has reached our training staff have been mentioned on page 3 as notable achievements.

Training Achievements—The first year of START-EDP was indeed successful in terms of overcoming obstacles and meeting targets. Although lead times were often much less than the required 3 or 4 months, our training coordinators worked overtime to make sure the necessary arrangements were taken care of. Many of the participants were ministers and government officials who are used to traveling on short notice and unable to make plans too far in advance as their schedules change daily. Insufficient lead time did not stop the START-EDP training team.

These same officials are unlikely to attend initial meetings. START-EDP training coordinators tracked them down one-by-one to get the paperwork completed and ensure their departure.

Without feedback concerning participants’ reactions—both positive and negative—to the programs, START-EDP training coordinators often miss the most satisfying part of their efforts. Additionally, they are not aware of problems the participants may have encountered so that they might remedy the situation in the future.

Lessons Learned—Occasionally training coordinators do receive feedback whether from an interpreter who accompanied the participants or the participants themselves. In one such instance the feedback helped the coordinator learn two valuable lessons regarding coordinating future programs.

Firstly, a female interpreter accompanied a group of Upper Egyptian men on an observational study tour. Upper Egyptian culture makes it difficult for men to accept women in positions of authority. The interpreter informed START of this difficulty upon her return. In the future, START will look for male interpreters to accompany Upper Egyptian men if possible.

These same Upper Egyptians had never traveled to the U.S. before. They were surprised that the flight took so long. Realizing these participants may not know exactly how long it takes to get to the U.S. our training coordinators have addressed this issue in terms the participants can understand so that they do not believe START placed them on inconvenient flights that take longer than most. For example, coordinators have explained to them that a train from their hometowns to Cairo takes at least 8 hours. They acknowledge this. Then the coordinator explains that there aren’t trains that can get them there in 4 hours. The participants understand this is true. When they fly to the United States, they are prepared for the long time spent traveling and the complaints are fewer.
C. Administrative Achievements

The following bullets highlight START-EDP administrative achievements from July 27, 2004 to June 30, 2005:

1a. Achievements: Cairo

- Met with 3 USAID-designated medical centers to discuss changes and procedures under START, and questions regarding non-START participants
- Notified stakeholders of new START office location
- Initiated transition of Memorandum of Understanding for Assiut and Alexandria medical centers from DT2 to START
- Hosted Colin Davies of World Learning and discussed third-country training procedures and roles for the World Learning and IIE offices.
- Met with new US Embassy Consular Officer
- Received modification Number 1 to contract to increase funding by $997,403 for ACTF and SEB (SME) program activities
- Codified START Procurement and Policy Procedures Completed transition of the memorandum of understanding for Assiut and Alexandria medical centers to START
- Completed transitioning of Memorandum of Understanding for the German Hospital in Alexandria
- Finalized training specifications for the Basic Ed Ministerial/Governors OST to the US
- Hosted new USAID Director of Training
- Divided START procurement work among three offices, IIE/Cairo, IIE/Washington, and World Learning to reduce the staff expenses for START Project in Cairo
- Updated subcontract template to flow-down FAR and AIDAR mandatory clauses that apply to the dollar value of the subcontract being issued
- Updated procurement policies for START
- Selected a new list of training providers for off-the-shelf Computer Training courses and a new list for off-the-shelf Management Training courses under START
- Commenced with turn-over of certain project property to START
- Conducted market survey of medical center costs for Cairo, Assiut, and Alexandria
- Prepared contractor notices explaining correct procedures for embassy data entry (RDS) medical exams, ELTT registration, and FT800 reimbursement
- Discussed levels of START funding and activities with CTO and project officers
- Initiated discussion of procedure for budgeting Egyptian interpreters hired for overseas programs
- Began execution of Task Order One
- Contracted needed project consultants
- Selected telephone service provider
- Received approval from Egypt Telecom to transfer telephone lines to new office
START/Egypt
First Annual Report
July 27, 2004-June 30, 2005

- Identified furniture and equipment being transferred from DT2 to START
- Completed delivery of selected DT2 property to new START office
- Turned over selected DT2 property to MIC
- Obtained new telephone numbers for all lines from Egypt Telecom
- Relocated all START staff to new office location in Maadi
- Informed stakeholders of change of address, telephone numbers, fax, and emails
- Replaced letterheads and other templates with new coordinates
- Completed inventory of property at new office location
- Codified emergency procedures for new START office
- Purchased Xerox Copy Machine for new START office
- Purchased 3 hot water heaters for bathrooms and kitchen for new START office
- Commenced renovations of one bathroom and kitchen for new START office
- Hired one driver/messenger under the category of special purpose consultant
- Hired network administrator under the category of special purpose consultant
- Revised all procurement templates
- Incorporated all World Learning Flow-down clauses into subcontracts issued to service providers
- Visited Alexandria medical center to examine their facilities
- Discussed funding and training levels for ACTF activity and SME/NCW activity in order to revise draft plans to be within MAARD amounts
- Incorporated new USAID branding initiative into project documentation
- Revised in-country program certificate template
- Follow-up communication with the Assiut medical center showed improvement in its facilities. A visit is no longer necessary.
- Continuing to recruiting a suitable candidate for Director of Training—a one-year provisional position with no expatriate benefits. Elizabeth Khalifa will stand in as Acting START Director of Training until the position is filled.
- Hired and trained new Senior Accountant (Hany Fathy)
- Hired and trained new Finance and IT Consultant (Angela McCallum)
- Promoted in-house consultant to Finance Consultant and Network Administrator (Wael Kamal)
- Delegated the Director of Finance's responsibilities and announced protocol for signatures and document review
- Delegated Director of Training's responsibilities and announced protocol for signatures and document review
- Revised document templates to represent staff changes
- Updated signature files on bank accounts
- Updated contact lists
- Renewed full-time staff contracts through June 2006

1b. Achievements: Washington, D.C.

- World Learning advertised, interviewed and hired for 3 DC-based positions (one Program Officer for US training, two Program Officers for Third Country Training)
• At the launch of the project, IIE and World Learning staff met on several occasions to discuss the roles and responsibilities of the IIE/START-EDP Cairo Office and the IIE and World Learning START-EDP Washington
• Met with Linda Walker (September 27th, 2004) at World Learning to discuss contractual and operational matters
• Met with Development Infrastructure to clarify roles and procedures regarding TraiNet and all aspects of data management
• Launched the START/Cairo component of World Learning's on-line "Community Now" intranet to share contract management documentation
• Finalized the establishment of World Learning's on-line resource database (with 1,000 US training institutions and 400 TCT), to be used to support training procurement outreach
• Colin Davies, World Learning's Director of Participant Training, visited Cairo twice, in November 2004 and in May 2005, and on both occasions met with IIE staff and USAID training and OP staff. In November, with IIE staff he reviewed and finalized Third Country Training procedures, and refined responsibilities for US training management. He also introduced World Learning's on-line Resource Database. With USAID he reviewed the project and World Learning's role and responsibilities, and presented some activities that might be added to the training program. He delivered requests for contract modifications, and also for staff functional labor category approvals. In May, he visited the IIE office and met with USAID officials, including Remah Talaat, Salwa Nashed, Carlton Bennett, and Aber Rikh, to discuss Task Order implementation and funding issues
• Issued RFP for Basic Education's "Educational Reform - Ministerial Visit, OST I and II" training program; held a panel to evaluate the submitted technical proposals; negotiated technical and price proposals with bidders; and awarded subcontract for training delivery. In addition, issued purchase orders related to the program delivery.
• Provided logistical escort services for the participants of the SO-22, Basic Education program "Educational Reform - Ministerial Visit, OST I".
• Prepared a modification of the START-EDP budget to reflect a reorganization of the project management structure
• Transitioned from DT2 to START the continued support of 2 long-term academic participants, at San Francisco State University and American University (through January 2005).
• Initiated establishing work procedures between the IIE and World Learning START-EDP Washington offices
• Transitioned from DT2 to START the continued support of 2 long-term academic participants, at San Francisco State University and American University, Washington DC (through January 2005) and finalized the support of I of the participants
• Transitioned from DT2 to START: Finalized support of 1 long-term academic participant at the American University, Washington DC (through February 2005).
• Transitioned from DT2 to START: Processing ITIN/Grantax applications for the 2004 DT2 participants.
• Managed IIE Wide data input for Start EDP US and 3rd country programs.
- Managed the HTH Heath Insurance for the US programs participants.
- Managed ITIN/Grantax applications for the US programs participants.
- Processed payments for the US and 3rd country programs.
- Issued four purchase orders for the procurement of training delivery and logistical support services for U.S. and third-country training programs

1c. Information Systems' Achievements

a. Network Operations

- Contracted with local Internet Service Provider to provide Internet service to new START office as of 28 November
- Set up workstations for all staff at new office location
- Upgraded server and redesigned system from scratch (14 PCs and 7 servers)
- Contracted new ISP (TE-DATA) to replace current ISP (MenaiNet)
- Defined roles and responsibilities for administrator
- Institutionalized weekly status reporting of network functionality
- Installed network infrastructure at new office facility in preparation for transferal of network from old to new premises at the end of November
- Determined computer equipment needs for administrator and end users at new START office and began preparations to equip new office
- Transferred network infrastructure to START project premises
- Ensured uninterrupted internet and email access during relocation
- Ensured uninterrupted access to network drives and databases during relocation
- Resolved network failure
- Retrieved lost information from network failure
- Transferred network infrastructure to START project premises

b. Database Administration

- Met with Alan Johnston and Steve Tavella of DevIS at the Cairo office to review lists of current TraiNet users, the identification of site IDs, the integration of IOMS and TraiNet, and the transitioning of TraiNet administration to the mission site (USAID-EG)
- Sent two full-time staff to USAID for DevIS TraiNet training
- Trained new TA contractors upon request on use of TraiNet and transferal of data to Mission site
- Discussed mission's taking over the creation and management of top-tier TraiNet data for Egypt
- Met with Steve Tavella of DevIS at the new Maadi office to review lists of current TraiNet users and the identification of active versus non active site IDs
- Met with Alan Johnston from DevIS to strengthen the IOMS-TraiNet interface
- Resolved IOMS/TraiNet compatibility problems
Supplied TAC TraiNet operators on AID-funded projects with top-tier data
Liaised with DevIS on data and system issues
Received TraiNet data from all USAID-funded institutional and Technical Assistance Contractors conducting in-country training
Troubleshoot TA contractors' technical problems sending and receiving TraiNet data
Transferred data from TraiNet Mission Site to DevIS
Began importing top-tier data from the USAID mission
Track program payments
Updated TraiNet SYSTEM and DELETE.LOG tables
Enhanced compatibility of IOMS with TraiNet by adding the following TraiNet fields to IOMS tables: return status and termination reason
Enhanced reporting capability of IOMS
Entered second MAARD account into IOMS for SO16: IDSR

Information Systems / Products
Completed construction of START-EDP website
Updated the profile and add reports to the local training providers' database
Responded to information requests
Priced new servers
Priced software licenses
Purchased air conditioner for server room
Checked inventory (all items accounted for)

Reports compiled: 4 Life of Project Charts: April 1 – June 30, 2005: Charts by SO, Location and Program Type; 4 Quarterly Progress Reports; Annual Report.
Annexes
### Annex A: Status of DT2 Training Plans During 2004/2005

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### Annex B: Summary of Training Inputs and Outputs

#### Progress by Training Plan

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#### Progress by Training Programs

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<td>4</td>
<td>5</td>
<td>6</td>
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<tr>
<td>Third Country</td>
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<td>3</td>
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<td>TOTAL</td>
<td>4</td>
<td>6</td>
<td>6</td>
<td>10</td>
<td>15</td>
<td>14</td>
<td>20</td>
<td>22</td>
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</table>

#### Progress by Participants

<table>
<thead>
<tr>
<th></th>
<th>G1 Actual</th>
<th>G2 Target</th>
<th>G2 Actual</th>
<th>G3 Target</th>
<th>G3 Actual</th>
<th>G4 Target</th>
<th>G4 Actual</th>
<th>LOP Actual</th>
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<tr>
<td>New Participant Starts</td>
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<tr>
<td>In-country</td>
<td>300</td>
<td>304</td>
<td>300</td>
<td>276</td>
<td>209</td>
<td>1,092</td>
<td>108</td>
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<tr>
<td>TOTAL</td>
<td>350</td>
<td>364</td>
<td>360</td>
<td>365</td>
<td>299</td>
<td>1,183</td>
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Data taken from four quarterly reports submitted this year.
<table>
<thead>
<tr>
<th>Activity</th>
<th>Budgeted</th>
<th>实际支出</th>
<th>%完成</th>
<th>Target</th>
<th>实际支出</th>
<th>%完成</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1</td>
<td>123,456</td>
<td>123,456</td>
<td>100%</td>
<td>123,456</td>
<td>123,456</td>
<td>100%</td>
<td>123,456</td>
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<tr>
<td>Activity 2</td>
<td>67,890</td>
<td>67,890</td>
<td>100%</td>
<td>67,890</td>
<td>67,890</td>
<td>100%</td>
<td>67,890</td>
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<tr>
<td>Activity 3</td>
<td>34,567</td>
<td>34,567</td>
<td>100%</td>
<td>34,567</td>
<td>34,567</td>
<td>100%</td>
<td>34,567</td>
</tr>
</tbody>
</table>

总支出：195,913 实际支出：195,913 %完成：100%
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 agriculture institutions who will need new skills to function effectively in an increasingly liberalized economy in 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.

II. ACTIVITIES

PROGRAM HIGHLIGHTS

This quarter, World Learning and AAI continued to monitor four continuing long-term academic
participants studying under this Task Order. The four participants have excelled in their studies this year. Mr. Abner Ingosi and Ms. Betty Kibaara are both studying for master’s degrees in agricultural economics at Colorado State University. They are on track to complete their studies in August 2005. Mr. Kavoi Muendo, also studying at Colorado State, is scheduled to receive a Ph.D. degree in June 2007. Mrs. Margaret Onyango is progressing in her Ph.D. degree studies in horticulture at the University of Hawaii at Manoa. She is on track to complete her studies in December 2007.

In March 2005, World Learning/AAI arranged a customized short-term training program for Mr. Lawrence A. Orowe on Anti-Corruption, Transparency and Accountability held primarily in Washington, DC (with a few days in New York, NY) from March 14 to May 8.

PARTICIPANT SUMMARIES

AGRICULTURE STRATEGIC OBJECTIVE

M.S. – Agricultural Economics

Mr. INGOSI, Abner – Ministry of Agriculture and Livestock Development, Colorado State University, Fort Collins, CO; August 2003 – August 2005

Summary: During the Spring 2005 semester, Abner enrolled in and successfully completed the following courses with the listed grades and credit values: Microeconomic Analysis I: B+ (3 credits) and a Thesis Tutorial: S (6 credits). For Summer 2005 semester, Abner has enrolled for a Thesis Tutorial (6 credits).

Note: Mr. Ingosi will complete his program earlier than the anticipated completion date of December 2005.

Ms. KIBAARA, Betty – Tegemeo Institute of Agricultural Policy and Management at Egerton University, Colorado State University, Fort Collins, CO; August 2003 – August 2005

Summary: During the Spring 2005 semester, Betty enrolled in and successfully completed the following courses with the listed grades and credit values: Financial Management in Agriculture: A (3 credits); Agricultural Product Marketing: A (3 credits); and Thesis Tutorial: S (6 credits). For Summer 2005 semester, Betty has enrolled for a Thesis Tutorial (6 credits).

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: During the Spring 2005 semester, Kavoi enrolled in and successfully completed the following courses with the listed grades and credit values: Financial Management in Agriculture:
A (3 credits), Agricultural Product Management: A (3 credits), and Econometric Theory I: B+ (3 credits).

Note: Mr. Kavoi is traveling to Kenya in May 2005 for an investigative tour of the organizations in Nairobi conducting work relevant to his dissertation research. He will return in July 2005 for his doctoral examinations. Research for his dissertation is planned for May 2006.

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: For the Spring 2005 semester, Margaret enrolled in and successfully completed the following courses with the listed grades and credit values: Genetics, Evolution and Society: A+ (3 credits), Molecular Genetics: A (1 credit), and Molecular Biotechnology: B+ (3 credits).

Note: Margaret has postponed her first research trip to Kenya planned for December 2004 – August 2005. As of this quarter, she is awaiting funding approval from the Mission to conduct her research trip from June – November 2005.

DEMOCRACY & GOVERNANCE STRATEGIC OBJECTIVE

Short-term Participant (US Training)

Mr. Lawrence Agayo Orowe, Short-Term Customized Program – Anti-Corruption, Transparency and Accountability, Washington, DC and New York, NY, March 14 – May 8, 2005.

Mr. Lawrence Orowe is the law and policy advisor to the Permanent Secretary for the Department of Governance and Ethics (DGE) in the Office of the President of Kenya. This office serves as the Kenyan president’s primary policy advisory body on all matters related to corruption. In existence since 2002, the DGE is the high profile lynchpin of the National Rainbow Coalition government’s anti-corruption program. Mr. Orowe has oversight of the DGE in the absence of the Permanent Secretary. Given the structural weaknesses in Kenya’s anti-corruption institutions, Mr. Orowe is effectively the government’s chief investigator of major historic and ongoing anti-corruption programs.

In March 2005, World Learning/The Africa-America Institute arranged a customized training program for Mr. Orowe designed to expose him to the anti-corruption measures taken by the United States at the federal and local levels of government and in the private and commercial sectors. He met with individuals from the government, academic community, private sector and non-profit organizations. Specific aspects of his program covered appointments and activities in these areas: developing assets restitution and recovery programs and institutions; public asset disclosure legislation: the promotion of ethics and integrity within the civil service; freedom of
information and sunshine laws; encouraging open government meetings; developing ant-money laundering programs; civil/administrative and criminal procedures to address corruption in government; inter-agency cooperation in anti-corruption efforts. It is expected that the skills and knowledge acquired during this course will be integrated into Mr. Orowe’s work upon his return to Kenya.

Mr. Orowe reported that the training program was very useful and directly relevant to his work. He felt confident that he will be able to apply the skills and knowledge acquired during his program by “exhibiting higher technical and analytic skills and by contributing more written materials and research papers” in his field. He also stated that he plans to maintain many of the professional contacts he made during his program.

III. CONCERNS/CONSTRAINTS

A. ADMINISTRATIVE ISSUES

1) Additional funds, budget realignment, and an extension to the Task Order are required to provide support for the participants through completion of their training programs. Funds for administrative costs will run out at the end of the Task Order, which is scheduled to end July 31, 2005. Participant training funds will remain, but not at adequate levels to fund all four participants through training completion. Anticipated participant completion dates follow:

<table>
<thead>
<tr>
<th>Name</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abner INGOSI</td>
<td>August 2005</td>
</tr>
<tr>
<td>Betty KIBAARA</td>
<td>August 2005</td>
</tr>
<tr>
<td>Mutuku Muendo KAVOI</td>
<td>June 2007</td>
</tr>
<tr>
<td>Margaret ONYANGO</td>
<td>December 2007</td>
</tr>
</tbody>
</table>

(The longest the START contract can extend is August 2007.)

2) In April 2004, AAI staff learned that SEVIS identified Abner Ingosi, Betty Kibaara, and Kavoi Mutuku Muendo as no shows because their status was not changed to “in training” once they began their programs. 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) Mr. Abner Ingosi will be completing his degree in August 2005, one semester earlier than the anticipated completion date of December 2005.

2) Margaret Onyango has postponed her first research trip to Kenya planned for December 2004 – August 2005. She is awaiting funding approval from the Mission to conduct her research trip from June – November 2005.
IV. RECOMMENDED ACTIONS

World Learning and AAI have no recommendations at this time.
ATTACHMENT A

EVALUATIONS OF TRAINING

The World Learning team conducted a campus visit to Colorado State University from May 11-13, 2005. A campus visit report is attached. 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.

In an oral debriefing held on May 4, 2005 Mr. Lawrence Orowe, the short-term participant, stated that his program had been extremely positive and that he made many productive and relevant contacts.
ATTACHMENT B

SUMMARY OF PARTICIPANT ACTIVITY

Agriculture SO

<table>
<thead>
<tr>
<th></th>
<th>TOTAL</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominated this quarter</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Active, still in training this quarter</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Completed this quarter</td>
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<tr>
<td>Completed previous quarters</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Cancelled this quarter</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Cancelled previous quarters</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pending at the end of this quarter</td>
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<td></td>
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</table>

Democracy and Governance SO

<table>
<thead>
<tr>
<th></th>
<th>TOTAL</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominated this quarter</td>
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<td>1</td>
<td></td>
</tr>
<tr>
<td>Active, still in training this quarter</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Completed this quarter</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Completed previous quarters</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Cancelled this quarter</td>
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</tr>
<tr>
<td>Cancelled previous quarters</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pending at the end of this quarter</td>
<td>0</td>
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</table>
This Quarterly Report and Annual Report summarizes the activities of World Learning Inc. and its subcontractor, The Africa-America Institute (AAI), from August 18, 2004 through August 17, 2005, 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 agriculture institutions who will need new skills to function effectively in an increasingly liberalized economy in 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 20, 2006.

II. ACTIVITIES

PROGRAM HIGHLIGHTS

World Learning and AAI continued to monitor four continuing long-term academic participants studying under this Task Order. The four participants have excelled in their studies this year. Mr. Abner Ingosi and Ms. Betty Kibaara both successfully completed their Master’s degrees in agricultural economics at Colorado State University in August and returned to Kenya. Mr. Mutuku Muendo Kavoi, also studying at Colorado State, is scheduled to receive a Ph.D. degree in June 2007. During this reporting period, Mr. Kavoi conducted a self-financed exploratory tour in Kenya. Mrs. Margaret Onyango is progressing in her Ph.D. degree studies in horticulture at the University of Hawaii at Manoa. She is currently conducting her field research in Kenya and plans to return to Hawaii in December 2005. She is on track to complete her studies in December 2007.

PARTICIPANT SUMMARIES

AGRICULTURE STRATEGIC OBJECTIVE

M.S. – Agricultural Economics

Mr. INGOSI, Abner- Ministry of Agriculture and Livestock Development; Colorado State University, Fort Collins, CO; August 2003 – August 2005

Summary: During the Summer 2005 semester, Abner enrolled in a 6-credit Thesis Tutorial and successfully completed his Master’s program.

On August 5, 2005, Abner successfully completed his MSc. in Agricultural Economics. His thesis title is “Economic Evaluation of Factors Influencing Maize Yields in the North-Rift Region of Kenya.” In a written evaluation of his program, Abner stated that he learned a lot from his program at Colorado State University. He reported that the training has helped in the acquisition of new analytical skills in data collection and analysis, interpretation and development. He plans to set up a program to train his colleagues and to negotiate with his supervisor on using the new skills he has obtained. Overall, he rated the program as “very good.” Abner returned to Kenya on August 12, 2005.

Ms. KIBAARA, Betty– Tegemeo Institute of Agricultural Policy and Management at Egerton University; Colorado State University, Fort Collins, CO; August 2003 – August 2005
Summary: During the Summer 2005 semester, Betty enrolled in a 6-credit Thesis Tutorial and successfully completed her Masters program.

On August 5, 2005, Betty successfully completed her MSc. in Agricultural Economics. Her thesis title is "Technical Efficiency in Kenya's Maize Production: An Application of the Stochastic Frontier Approach." In a written evaluation of her program, Betty stated that while her training program was very useful to her personally and directly relevant to her work, it did not effectively address all her training needs and learning objectives. One of her objectives was to specialize in international trade, however. she feels that Colorado State University did not offer sufficient classes in this area to fulfill this objective. She reported that the acquired knowledge in Econometrics, Marketing, Economics and International Trade has improved her understanding of agricultural economics. She plans to promote the use of econometrics techniques in her office, and to encourage the publication of the Institute's research findings in reputable journals. The research methodologies she has learned will help her in designing questionnaires used by the Institute, thus improving the quality of the research. Betty suggested that the students entitlements need to be better communicated, and has requested that there be an increase in book shipment. Overall, she rated the program as "very good." Betty returned to Kenya on August 12, 2005.

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: During the Summer 2005 semester, Mutuku traveled to Kenya to conduct an exploratory tour of the organizations in Nairobi conducting work relevant to his dissertation research. During his visit, he was able to identify several organizations he plans to include as part of his field research scheduled for Summer 2006. He returned to Fort Collins in July 2005 for his doctoral examinations.

For the Fall 2005 semester, Mutuku is enrolled in the following courses: Microeconomics II (3 credits); Natural Resource Economics (3 credits) and Macroeconomics (3 credits).

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: For the Summer 2005 semester, Margaret was active in the Tropical Plant & Soil Sciences laboratory, at the University of Hawaii, developing the DNA markers that she will need when she transfers the African banana clones to Hawaii.
In July 2005, the Mission approved Margaret's research budget for Phase I of her research. She left Hawaii in August 2005 for Kenya to conduct her field research on the apple banana, which consists of obtaining banana clones from the KARI collection at Kisii and Thika-Kenya, establishing a replicated trial in Kisii, extracting DNA using an Qiagen kit and bringing it back to Hawaii for molecular marker analysis. She will also bring back 1 flask of in-vitro plants of each clone for ploidy determination by flow cytometry. She plans to return to Hawaii in December 2005 to continue her 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 these participants.

Anticipated participant completion dates follow:

<table>
<thead>
<tr>
<th>Name</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutuku Muendo KAVOI</td>
<td>June 2007</td>
</tr>
<tr>
<td>Margaret ONYANGO</td>
<td>December 2007 (The longest the START contract can extend is August 2007.)</td>
</tr>
</tbody>
</table>

2) In April 2004, AAI staff learned that SEVIS identified Abner Ingosi, Betty Kibaara, and Kavoi Mutuku Muendo 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 TraNet 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. 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) Mutuku Kavoi has submitted, through World Learning/AAI requests to: a) purchase GAMS software, a CGE calculator and accompanying users manuals, which he will be using for his PhD dissertation, and b) attend a short-term training course on using GAMS software offered October 17-19 in Colorado Spring, CO. Mutuku continues to wait for the Mission’s response regarding these requests.
IV. RECOMMENDED ACTIONS

World Learning and AAI have no recommendations at this time.
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**

<table>
<thead>
<tr>
<th>Activity</th>
<th>TOTAL</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
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<tr>
<td>Nominated this quarter</td>
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<tr>
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<tr>
<td>Completed this quarter</td>
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</tr>
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<td>Cancelled this quarter</td>
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</tr>
<tr>
<td>Cancelled previous quarters</td>
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<tr>
<td>Pending at the end of this quarter</td>
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**Democracy and Governance SO**

<table>
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<th>Activity</th>
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<tr>
<td>Completed previous quarters</td>
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<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Cancelled this quarter</td>
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<tr>
<td>Cancelled previous quarters</td>
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</tr>
<tr>
<td>Pending at the end of this quarter</td>
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</table>
This Semi-Annual Progress Report summarizes the activities of World Learning Inc. and its subcontractor, The Africa-America Institute (AAI), from December 21, 2004 through June 20, 2005 under the Strategic Technical Assistance for Results with Training Indefinite Quantity Contract (IQC) No. EEE-1-00-01-00016-00, Task Order No. 804, 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/Mali issued this three-year Task Order on December 20, 2002. USAID/Mali identified the limited availability of human resources with skills needed in nutrition programming throughout Mali. Therefore, the objective of the Task Order is to increase programming and management capacity in nutrition promotion in Mali. Under this Task Order, four Malians will receive master's degrees in Nutrition and return to work in the Nutrition sector.

In January 2005 the Mission approved Mrs. Yara Koreissi's proposal to participate in a 3-month internship with the Cereal Quality Lab at Texas A&M University. To accommodate her internship, the Mission added $16,459 in funds through Modification 02 dated February 1, 2005, raising the Task Order budget to $511,819, and extended the Task Order completion date to September 30, 2005.
II. ACTIVITIES

During this reporting period, AAI continued to monitor four academic participants as they pursued Master's degrees in Public Health at Tulane University School of Public Health and Tropical Medicine. Mr. Ousmane Sylla successfully completed his capstone experience in New Orleans, Louisiana during the spring semester 2005. Dr. Coulibaly, Dr. Dembele, and Mr. Sylla have successfully completed their programs and returned to Mali. Mrs. Yara Koreissi has successfully completed her program at Tulane University and is currently participating in a Mission approved 3-month internship with the Cereal Quality Lab at Texas A&M University. She is on track to complete her internship program in September 2005 and return to Mali.

PROGRAM HIGHLIGHTS

All of the participants successfully completed their Master's degree programs at Tulane University. Ms. Rachel Minka, START/Mali Placement and Monitoring Specialist with AAI, met with Dr. Mouctar Coulibaly and Dr. Anne-Marie Dembele for a debriefing session in New York City on May 31, 2005 before their departure for Mali.

Master's in Public Health candidate summaries

**Dr. Mouctar Coulibaly, Tulane University, New Orleans, LA - March 2003 - May 2005**

In the Fall 2004 semester, Dr. Coulibaly registered for and completed the following: Nutrition Assessment and Monitoring (3 credits): A; Health and Economic Development (3 credits): B; Survey Methodology (3 credits): A; and Environmental Health for Developing Countries (3 credits): A.

In the Spring 2005 semester, Dr. Coulibaly registered for and completed the following: Preventive Tropical Medicine (2 credits): B; Introduction to ARCG (1 credit): A; Nutrition Seminar (1 credit): A; and Micronutrients Deficiencies (1 credit): C.

In a debriefing meeting at AAI's offices, Dr. Coulibaly stated that his program at Tulane University was very helpful and he plans to apply the new skills he has acquired in his teaching and research activities. He has already discussed with Dr. Dembele the possibility of working together on a research grant. However, he did mention that the fact that his advisor was very busy created undue stress and pressure. He was also very anxious regarding the “No-Show” status of his record in SEVIS. He was informed by Ms. Minka that the request for reinstatement may take another 5-8 months and that she would keep him informed of the progress.

**Dr. Anne Marie Dembele, Tulane University, New Orleans, LA - March 2003 - May 2005**

In the Fall 2004 semester, Dr. Dembele registered for and completed the following courses: Field
Method/Project Monitoring (2 credits): A; Health and Economic Development (3 credits): B+; Adolescent Reproductive Health Policies and Programs (3 credits): B+; and Environmental Health for Developing Countries (3 credits): A-.

In the Spring 2005 semester, Dr. Dembele registered for and completed the following courses: Epidemiologic Method II (3 credits): B; Intermediate Biostatistics (3 credits): A; and Public Nutrition Assessment and Advanced Analysis (3 credits): A.

In a debriefing meeting at AAI's offices, Dr. Dembele stated that she learned a lot from her program at Tulane University. She plans to develop her research in HIV/AIDS and to develop a team spirit in programs she works on. She plans to transfer her newly acquired knowledge, particularly in data analysis, and will stay in touch with Dr. Diego Rose of Tulane, who has connected her with students at Michigan State University from Mali. Before her departure she learned that she had been accepted to attend the African Nutrition Leadership Programme held in Reaswater, South Africa from November 8-16, 2005 and plans to request funding assistance from the Mission.

Mrs. Yara Koreissi, Tulane University, New Orleans, LA - March 2003 - May 2005

In the Fall 2004 semester, Mrs. Koreissi registered for and completed the following courses: Epidemiological Methods (3 credits): A-; Biological Basis of Diseases (3 credits): B; Environmental Health for Developing Countries (3 credits): A-; Computer Packages – SPSS (1 credit): A; Capstone Experience (0 credits): not graded; and Field Methods/Project Monitoring (2 credits): B+.

In the Spring 2005 semester, Mrs. Koreissi registered for and completed the following courses: Survey Measurement (3 credits): A-, and Intermediate Biostatistics (3 credits): B; and Effects of Fermentation (1 credit): A.

Mrs. Yara Koreissi successfully completed her Master's program at Tulane University, and is currently participating in a Mission approved 3-month internship with the Cereal Quality Lab at Texas A&M University. In June 2005, the Mission approved her proposal to attend the annual Institute of Food Technologies Conference held in New Orleans, LA from July 16-21, 2005. She is on track to complete her internship program in September 2005 and return to Mali.

Mr. Ousmane Sylla, Tulane University, New Orleans, LA - March 2003 - May 2005

In the Fall 2004 semester, Mr. Sylla registered for and completed the following courses: Introduction to Nutrition (2 credits): A; Biological Basis of Diseases (3 credits): A-; Introductory Biostatistics (3 credits): B-; and Survey of Environmental Health (3 credits): A-.

In the Spring 2005 semester, Mr. Sylla registered for and completed the following courses: Data
Base Management (3 credits): B; and Behavior Survey HIV/AIDS (2 credits); B.

In a written evaluation of his program, Mr. Sylla stated that he has gained a good understanding of monitoring and assessment, which will help him in his work on health policy and programs. He will also be able to help the staff he works with in data analysis. He rated his training program as "excellent."
III. CONCERNS/CONSTRAINTS

A. ADMINISTRATIVE ISSUES

All four participants continue to be in “No-Show” status in their records under SEVIS. Mrs. Marina Gelles, Visa Advisor and AID/Washington Responsible Officer, is working closely with World Learning and AAI to restore their status. Action has been initiated and the Mission will be informed of any new developments. In order for Mrs. Koreissi to participate in her 3-month internship at Texas A&M University, the WL AAI team created a new record in SEVIS for her, generating a new DS-2019 and validated her new record in SEVIS.

B. PARTICIPANT ISSUES

Mrs. Koreissi is progressing satisfactorily in her internship at Texas A&M University and is scheduled to complete her program and travel back to Mali in September 2005.

IV. RECOMMENDED ACTIONS

There are no recommended actions at this time.
STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING
USAID/MALAWI
AGRICULTURE TRAINING AND CAPACITY BUILDING
QUARTERLY REPORT
January 1, 2005 – March 31, 2005

Task Order No.: 807
Effective Dates: 12/01/03 – 08/27/07
Contract Total: $2,139,748
Obligated Amount: $527,880

This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Africa-America Institute (AAI), from January 1, 2005 through March 31, 2005, 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

This quarter, World Learning and AAI continued to monitor fifteen continuing participants who are studying for B.S. degrees in education at Lakeland College in Sheboygan, Wisconsin. The five students who began their studies in August 2002 are on track to complete their studies in May 2005. World Learning/AAI has already sent departure packets to these participants. World Learning/AAI also continued to monitor the participant at the University of Cape Town, South Africa who is pursuing a Master’s of Public Health.

In February 2005 World Learning/AAI made arrangements for Dr. Sera Munthali to attend a short course in Quality of Health Care held from March 14 to March 18 at the Makarere University – Regional Centre for Quality of Health Care.

EDUCATION STRATEGIC OBJECTIVE

All of the participants are progressing well in their respective academic programs.

June 2005 Cohort Graduates

Mr. Goodson Jonas, Chileka Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2002 – June 2005

Summary: In the Fall 2004 semester, Jonas registered for and successfully completed the following courses: Science Teaching Techniques: (AB); Kindergarten Methods: (C); Survey of an Exceptional Person: (CD); Reading Techniques: (B); Introduction to Sociology: (B). Cumulative GPA: 3.16.

For the Spring 2005 semester Jonas is enrolled in the following courses: Math – Middle Childhood to Early Adolescence; Music History and Appreciation; Microeconomics; Language Arts and Social Studies Teaching Techniques; Core III: Health and Disease.

Mr. Michael Mulenga, Namitete Full Primary School; Lakeland College, Sheboygan, WI, August 2002 – June 2005

Summary: In the Fall 2004 semester, Michael registered for and successfully completed the following courses: Science Teaching Techniques: (A); Kindergarten Methods: (A); Reading Techniques: (A); Survey of an Exceptional Person: (A); The European Holocaust: (A). Cumulative GPA: 3.83.

For the Spring 2005 semester Michael is enrolled in the following courses: Ceramics; Mathematics Teaching Techniques; language Arts and Social Studies; Introduction to Computer Programming.
Mr. Joseph Mvula, Education Department in The Ministry of Education in Science and Technology, Lakeland College, Sheboygan, WI, August 2002 - June 2005

Summary: In the Fall 2004 semester, Joseph registered for and successfully completed the following courses: C++ Programming: (B); Java Programming: (W); Science Methods: (A); Kindergarten Methods: (A); Survey of an Exceptional Person: (AB); Reading Methods: (A). Cumulative GPA: 3.65.

For the Spring 2005 semester Joseph is enrolled in the following courses: Math Teaching Methods; Java Programming; Language Art and Social Science Methods; Biology; Biology lab; Music Appreciation and History.

Mr. Chiwaya Stanley, Maryview School for Deaf Children, Lakeland College, Sheboygan, WI, August 2002 - June 2005

Summary: In the Fall 2004 semester, Stanley registered for and successfully completed the following courses: Science Teaching Techniques: (B); Kindergarten Methods: (B); Reading Techniques: (AB); Survey of an Exceptional Person: (AB); English Grammar: (A). Cumulative GPA: 3.65.

For the Spring 2005 semester Stanley is enrolled in the following courses: Music History and Appreciation; Principles of Microeconomics; Introduction to Sociology; Mathematics Teaching Techniques.


Summary: In the Fall 2004 semester, Sautsani registered for and successfully completed the following courses: Survey of an Exceptional Person: (A); Kindergarten Methods: (A); Reading Techniques: (A); Science Teaching Techniques: (AB); English Grammar: (A). Cumulative GPA: 3.76.

For the Spring 2005 semester Sautsani is enrolled in the following courses: Introduction to Biology; Introduction to Biology – Lab; Music History and Appreciation; Mathematics Teaching Techniques; Introduction to Computer Programming; Business Information Processing.

June 2006 Cohort Participants

Mr. Lloyd Chauluka, Chikala Full Primary School, Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Fall 2004 semester, Lloyd registered for and successfully completed the following courses: Introduction to Programming: (A); Intermediate Macroeconomics: (AB); Educational Psychology: (AB); Music Teaching Techniques: (AB); Science Teaching Techniques: (A); Kindergarten Methods: (A). Cumulative GPA: 3.79.
For the Spring 2005 semester, Lloyd is enrolled in the following courses: Mathematics for Middle Childhood to Early Adolescence; Money, Banking and National Income; Human Growth and Development; Accounting Principles; Language Arts and Social Studies Teaching Techniques; Marketing Principles.

Mr. Paschal Kayange, Mughona Chatu Mughese; Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Fall 2004 semester, Paschal registered for and successfully completed the following courses: Introduction to Biology: (A); Introduction to Biology – Lab: (credit); Education Psychology: (B); Intermediate Algebra: (A); Human Relations: (AB); Music Teaching Techniques: (A). Cumulative GPA: 3.59.

For the Spring 2005 semester, Paschal is enrolled in the following courses: Life Science II; Life Science II – Lab; Human Growth and Development; Language Arts and Social Studies Teaching Technique; Core II: Human Nature; Physical Education and Health Teaching Techniques.

Mr. Alstarico Mbizi, Madisi Secondary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Fall 2004 semester, Alstarico registered for and successfully completed the following courses: Introduction to Programming: (A); Intermediate Macroeconomics: (AB); Educational Psychology: (A); Art Teaching Techniques: (A); Music Teaching Techniques: (A); Science Teaching Techniques: (A). Cumulative GPA: 3.95.

In the Spring 2005 semester Alstarico is enrolled in the following courses: Accounting Principles; Business and Professional Protocol; Microeconomics; Human Growth and Development; Language Arts and Social Studies Teaching Technique; Mathematics for Middle Childhood to Earl Adolescence.

Mr. Mika Mankhwazi, Benga Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Fall 2004 semester, Mika registered for and successfully completed the following courses: Music Teaching Techniques: (A); Science Teaching Techniques: (AB); Kindergarten Methods: (A); Social Psychology: (AB); Educational Psychology: (B). Cumulative GPA: 3.54.

For the Spring 2005 semester Mika is enrolled in the following courses: Math – Middle Childhood; Physical Education and Health Teaching; Human Growth and Development; Environmental Science; Environmental Science lab; New Testament Theology.
Mr. Phillip Nachonte, Chikuge Primary School; Lakeland College, Sheboygan, WI. August 2003 – June 2006

Summary: In the Fall 2004 semester, Phillip registered for and successfully completed the following courses: Music Teaching Techniques: (A); Science Teaching Techniques: (AB); Kindergarten Methods: (B); Principles of Microeconomics: (AB); Educational Psychology: (B). Cumulative GPA: 3.49.

For the Spring 2005 semester Phillip is enrolled in the following courses: Public Speaking; Physical Education and Health Teaching; Human Growth and Development; Language Arts & Social Science Teaching Techniques; Accounting Principles; Religion in America.

June 2007 Cohort Participants

Ms. Stella Chauluka, Mdeka Lea School; Lakeland College, Sheboygan, WI. August 2004 – June 2007

Summary: In the Fall 2004 semester, Stella registered for and successfully completed the following courses: Introduction to Computers: (B); Reading Workshop: (AB); Transition to American Ways: (AB); Core I: (A); Expository Writing: (B); Concert Choir: (A). Cumulative GPA: 3.41.

For the Spring 2005 semester Stella is enrolled in the following courses: Public Speaking; Persuasive Writing; Modern Southern Africa; Intermediate Algebra; Concert Choir; New Testament.

Mr. Emmanuel Kamanga, St. Jordan Community Day Secondary School; Lakeland College, Sheboygan, WI. September 2004 - June 2007

Summary: In the Fall 2004 semester, Emmanuel registered for and successfully completed the following courses: Reading Workshop: (AB); Transition to American Studies: (AB); Expository Writing: (B); Core I: Knowing the Self: (AB); Introduction to Anthropology: (B). Cumulative GPA: 3.29.

For the Spring 2005 semester Emmanuel is enrolled in the following courses: Persuasive Writing; Thermodynamics and Kinetics; Thermodynamics and Kinetics – Lab; Introduction to Sociology; Introduction to Computers; College Geometry.
Mr. Mickie Kumwamba, Nyodola Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2004 – June 2007

Summary: In the Fall 2004 semester, Mickie registered for and successfully completed the following courses: Reading Workshop: (B); Transition to America: (AB); Expository Writing: (AB); Core I: Knowing the Self: (AB); Concert Choir: (A); Introduction to Anthropology: (BC). Cumulative GPA: 3.21.

For the Spring 2005 semester Mickie is enrolled in the following courses: Introduction to Computers; Public Speaking; Persuasive Writing; Intermediate Algebra; Applied Guitar; Concert Choir.

Rabson Madi, Zomba Learning Centre Private Primary & Nursery School; Lakeland College, Sheboygan, WI, September 2004-June 2007

Summary: In the Fall 2004 semester, Rabson registered for and successfully completed the following courses: Reading Workshop: (A); Transition to America: (A); Expository Writing: (A); Core I: Knowing the Self: (A); Intro to Anthropology: (A). Cumulative GPA: 4.0.

For the Spring 2005 semester Rabson is enrolled in the following courses: Introduction to Computers; Public Speaking; Persuasive Writing; New Testament; Human Relations.

Mr. Dickson Msutu, Kamalibwe F.P. School; Lakeland College, Sheboygan, WI, August 2004 – June 2007

Summary: In the Fall 2004 semester, Dickson registered for and successfully completed the following courses: Introduction to Computers: (B); Reading Workshop: (A); Transition to American Studies: (A); Expository Writing: (A); Core I: Freshman Studies: (AB). Cumulative GPA: 3.67.

For the Spring 2005 semester Dickson is enrolled in the following courses: Persuasive Writing; Intermediate Algebra; Public Speaking; History of Modern Southern Africa.

HEALTH STRATEGIC OBJECTIVE

Masters in Public Health (Third Country Training)

Dr. George Chithope-Mwale, University of Cape Town, South Africa – January 2004 – November 2006

Summary: Dr. Chithope-Mwale traveled to Malawi in December 2004 for his thesis research and returned to Cape Town in January 2005. Programming staff continues to process tuition, health insurance and allowances. His quarterly wire transfer was disbursed in February 2004; it
included his monthly maintenance allowances for March 2005 - May 2005 and annual book
allowance.

In the Fall 2004 semester, Dr. Chithope-Mwale enrolled in and successfully completed the
following courses: Introduction to Biostatistics 1: 79%; Evidence Based Healthcare: 69%; and
Health Economics and Management: 69%. For the Spring 2005 semester, he has registered for
the following courses: Advanced Epidemiology, Health Policy and Planning, and Biostatistics 2.

He continues to work on his thesis.

**Short Course in Quality of Health Care (Third-Country Training)**

| Dr. Sera Munthali, Quality of Health Care, Makaere University – Regional Centre for Quality

Dr. Sera Munthali is the District Medical Officer for the Ministry of Health. She worked for
several years as an intern medical doctor at Queen Elizabeth Central Hospital in Blantyre, which
involved working in all departments, including Medicine, Surgery, Obstetrics and Gynecology
and Pediatrics. She received training in Integrated Management of Childhood Illnesses (IMCI)
and Integrated Disease Surveillance and Response (IDSR) and Anti-retroviral Therapy. Dr.
Munthali holds a Bachelors of Science in Chemistry and a Bachelor of Medicine and Surgery
from the University of Malawi.

The Regional Center for Quality of Health Care has as its mission: “To provide leadership in
building regional capacity to improve quality of health care by promoting evidence-based better
practices through networking, strategic partnerships, education and training.” In this regard, the
Centre has developed a course, *The Quality of Care*, which harmonizes features found in
different approaches to improving the quality of health care services being offered in the African
region. This course, using a variety of innovative training approaches, is expected to achieve
greater impact in improving the quality of health care by empowering senior and mid-level health
managers to be able to drive the agenda of the quality of health care in the region. It is expected
that the skills and knowledge acquired during this course will be integrated into routine activities
of the participants at their workstations.

Dr. Munthali reported that the training program was very useful and directly relevant to her work.
Upon returning to work, she planned to strategize and use the tools she received through the
workshop. She was also able to develop professional relationships during her training, and she
plans to submit action plans to the coordinators for follow-up. In addition, the coordinators have
offered their technical assistance.
III. CONCERNS/CONSTRAINTS

A. ADMINISTRATIVE ISSUES

There were no administrative issues this quarter.

B. PARTICIPANT ISSUES

There were no participant issues this quarter.

IV. RECOMMENDED ACTIONS

There are no recommended actions at this time.
## SUMMARY OF PARTICIPANT ACTIVITY

### EDUCATION STRATEGIC OBJECTIVE

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### HEALTH STRATEGIC OBJECTIVE

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This Quarterly Report summarizes the activities of World Learning Inc. and its subcontractor, The Africa-America Institute (AAI), from April 1, 2005 through June 30, 2005, under the Strategic Technical Assistance for Results with Training Indefinite Quantity Contract (IQC) No. EEE-1-00-01-00016-00, Task Order No. 807, with the U.S. Agency for International Development.

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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

This quarter, World Learning and AAI continued to monitor fifteen continuing participants who are studying for B.S. degrees in education at Lakeland College in Sheboygan, Wisconsin. The five students who began their studies in August 2002, Cohort 4, successfully completed their studies and graduated on May 18, 2005. World Learning/AAI also continued to monitor the participant at the University of Cape Town, South Africa who is pursuing a Master’s of Public Health.

In April 2005 World Learning/AAI began making arrangements for John K. Munthali, Dr. Address Malata and Mrs. Ruth C. Mwale, to attend the 27th Annual Congress of the International Confederation of Midwives, to be held in Brisbane, Australia from July 24-28, 2005. In addition, World Learning/AAI began participant placement activities for Mr. Humphreys K. Nsona to pursue a Masters in Community Health and Development at the Tropical Institute of Community Health and Development (TICH) in Africa in August 2005.

EDUCATION STRATEGIC OBJECTIVE

All of the participants are progressing well in their respective academic programs.

June 2005 Cohort Graduates

All five participants in this Cohort have successfully completed their programs and have returned to Malawi.

| Mr. Goodson Jonas, Chileka Community Day Secondary School: Lakeland College, Sheboygan, WI, August 2002 – June 2005 |

Summary: In the Spring 2005 semester, Goodson registered for and successfully completed the following courses: Microeconomics: (BC); Language Arts and SS Teaching Techniques: (B); Core III: Health and Disease: (BC); Math – Middle Childhood to Early Adolescence: (B); Music History and Appreciation: (B). Cumulative GPA: 3.12.

For the Summer 2005 semester, Goodson registered for and successfully completed a 2-week short course: First Aid and Emergency.

| Mr. Michael Mulenga, Namitete Full Primary School: Lakeland College, Sheboygan, WI, August 2002 – June 2005 |

Summary: In the Spring 2005 semester, Michael registered for and successfully completed the following courses: Mathematics Teaching Techniques: (AB); Ceramic Arts: (AB); Language Arts and Social Studies: (A); Intro to Computer Programming: (A). Cumulative GPA: 3.83.
For the Summer 2005 semester, Michael registered for and successfully completed a 2-week short course: First Aid and Emergency.

Mr. Joseph Mvula, Education Department in The Ministry of Education in Science and Technology; Lakeland College, Sheboygan, WI, August 2002 – June 2005

Summary: In the Spring 2005 semester, Joseph registered for and successfully completed the following courses: Introduction to Biology: (A); Mathematics Teaching Technique: (AB); Language Arts and Social Studies: (A); Music History & Appreciation: (A). Cumulative GPA: 3.68.

In the Summer 2005 semester, Joseph registered for and successfully completed a 2-week short course: Computer Design, Quark Xpress: (A).

Mr. Stanley Chiwuya, Maryview School for Deaf Children; Lakeland College, Sheboygan, WI, August 2002 – June 2005

Summary: In the Spring 2005 semester, Stanley registered for and successfully completed the following courses: Principles of Microeconomics: (A); Mathematics Teaching Technique: (B); Music History and Appreciation: (AB); Introduction to Sociology: (A). Cumulative GPA: 3.63.

For the Summer 2005 semester, Stanley registered for and successfully completed a 2-week short course: First Aid and Emergency.

Ms. Sautsani Mercy Tauzi-Ngwira, Lupaso Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2002 – June 2005

Summary: In the Spring 2005 semester, Sautsani registered for and successfully completed the following courses: Introduction to Biology (with required lab): (A); Mathematics Teaching Techniques: (AB); Introduction to Computer Programming: (A); Business Information Processing: (A); Music History and Appreciation: (A). Cumulative GPA: 3.79.

For the Summer 2005 semester, Sautsani registered for and successfully completed a 2-week short course: First Aid and Emergency. She will also complete a Teaching Practicum from June to August, 2005 when she returns to Malawi.

June 2006 Cohort Participants

Mr. Lloyd Chauluka, Chikala Full Primary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Spring 2005 semester, Lloyd registered for and successfully completed the following courses: Accounting Principles: (A); Money Banking and National Income: (AB); Human Growth and Development: (AB); Language Arts and SS Teaching Technique: (A); Core III: Health and Disease: (AB); Math – Middle Childhood to Early Adolescence: (AB).
Cumulative GPA: 3.76.

For the Summer 2005 semester, Lloyd is enrolled in the following courses: Business Information Processing; Intermediate Microeconomics; and Marketing Principles.

Mr. Paschal Kayange, Mughona Chatu Mughese; Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Spring 2005 semester, Paschal registered for and successfully completed the following courses: Human Growth and Development (AB); Language Arts and S.S. Teaching Techniques: (AB); Core II: Human Nature: (A); P.E. and Health Teaching Techniques: (AB). Cumulative GPA: 3.60.

For the Summer 2005 semester, Paschal is enrolled in the following courses: Field Experience; Computer Programming; Business Information Processing; and Macroeconomics.

Mr. Alstarico Mbizi, Madisi Secondary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Spring 2005 semester, Alstarico registered for and successfully completed the following courses: Accounting Principles: (A); Business and Professional Protocol: (A); Principles of Microeconomics: (A); Human Growth and Development: (A); Language Arts and S.S. Teaching Techniques: (A); math – Middle Childhood to Early Adolescence: (A). Cumulative GPA: 3.96.

For the Summer 2005 semester, Alstarico is enrolled in the following courses: Field Experience; Marketing; Business Information Processing; and Intermediate Microeconomics.

Mr. Mika Mankhwazi, Benga Community Day Secondary School, Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Spring 2005 semester, Mika registered for and successfully completed the following courses: Environmental Science: (A); P.E. and Health teaching Techniques: (A); Human Growth and Development: (B); Math – Middle Childhood to Early Adolescence: (AB); New Testament Theology: (A). Cumulative GPA: 3.74.

For the Summer 2005 semester Mika is enrolled in the following courses: Music History and Appreciation; Probability and Statistics; and Natural Science.

Mr. Phillip Nachonie, Chikuge Primary School; Lakeland College, Sheboygan, WI, August 2003 – June 2006

Summary: In the Spring 2005 semester, Phillip registered for and successfully completed the following courses: Accounting Principles: (C); P.E. and Health Teaching Techniques: (AB); Human Growth and Development: (BC); Language Arts and S.S. Teaching Techniques: (A);
Public Speaking: (A); Religion in America: (AB). Cumulative GPA: 3.44.

For the Summer 2005 semester, Phillip is enrolled in the following courses: Field Experience; Computer Programming; and Intermediate Microeconomics.

**June 2007 Cohort Participants**

| Ms. Stella Stima-Chauluka, Mdeka Lea School; Lakeland College, Sheboygan, WI. August 2004 – June 2007 |

**Summary:** In the Spring 2005 semester, Stella registered for and successfully completed the following courses: Public Speaking: (A); Persuasive Writing: (B); Modern Southern Africa: (B); Intermediate Algebra: (A); Concert Choir: (A); New Testament Theology: (A). Cumulative GPA: 3.52.

For the Summer 2005 semester, Stella is enrolled in the following courses: Music History and Appreciation; Managing Non-Profit Organizations. For the Fall 2005 semester Stella is enrolled in the following courses: Educational Psychology; Majority Minority Relations: Music Teaching Techniques; Science Teaching Techniques; and Ideas of Human Nature.

| Mr. Emmanuel Kamanga, St. Jordan Community Day Secondary School; Lakeland College, Sheboygan, WI, September 2004-June 2007 |

**Summary:** In the Spring 2005 semester, Emmanuel registered for and successfully completed the following courses: Habit and Behavior: (A); Thermodynamics and Kinetics: (C); Intro to Computers: (B); Persuasive Writing: (BC); Intro to Sociology: (A); College Geometry: (C). Cumulative GPA: 2.95.

For the Summer 2005 semester, Emmanuel is enrolled in the following courses: Intro to Programming; and Music Appreciation and History.

| Mr. Mickie Kumwamba, Nydola Community Day Secondary School; Lakeland College, Sheboygan, WI, August 2004 – June 2007 |

**Summary:** In the Spring 2005 semester, Mickie registered for and successfully completed the following courses: Intro to Computers: (B); Public Speaking: (A); Persuasive Writing: (CD); Intermediate Algebra: (B); Applied Guitar: (B); Concert Choir: (A); New Testament Theology: (B). Cumulative GPA: 2.94.

For the Summer 2005 semester Mickie is enrolled in the following courses: Microeconomics; Kindergarten; Reading and Teaching Techniques; Environmental Science; Education Psychology; and Majority and Minority Relations.
Rabson Madi, Zomba Learning Centre Private Primary & Nursery School; Lakeland College, Sheboygan, WI, September 2004-June 2007

Summary: In the Fall 2004 semester, Rabson registered for and successfully completed the following courses: Intro to Computers: (BC); Public Speaking: (B); Persuasive Writing: (AB); New Testament Theology: (A); Human Relations: (A). Cumulative GPA: 3.69.

For the Summer 2005 semester, Rabson registered for and successfully completed a 2-week course: Grant Writing and Planned Giving.

Mr. Dickson Msuta, Kamalibwe F.P. School; Lakeland College, Sheboygan, WI, August 2004 – June 2007

Summary: In the Spring 2005 semester, Dickson registered for and successfully completed the following courses: Public Speaking: (A); Persuasive Writing: (C); Intermediate Algebra: (A); Modern Southern Africa: (BC); Intro to Sociology: (A); Principles of Microeconomics: (A). Cumulative GPA: 3.67.

For the Summer 2005 semester, Dickson is enrolled in the following courses: Natural Science; and Music History and Appreciation.

HEALTH STRATEGIC OBJECTIVE

Masters in Public Health (Third Country Training)

Dr. George Chithope-Mwale, University of Cape Town, South Africa – January 2004 – November 2006

Summary: Dr. Chithope-Mwale traveled to Malawi in December 2004 for his thesis research and returned to Cape Town in January 2005. Programming staff continues to process tuition, health insurance and allowances. His quarterly wire transfer was disbursed in May 2005; it included his monthly maintenance allowances for June 2005 – August 2005.

For the Spring 2005 semester, Dr. Chithope-Mwale has registered for the following courses: Advanced Epidemiology; Health Policy and Planning; and Biostatistics 2. Grades for his coursework were not yet available at the time of this report and will be include in the next quarterly report.

He continues to work on his thesis.
III. CONCERNS/CONSTRAINTS

A. ADMINISTRATIVE ISSUES

In May 2005, AAI staff learned that SEVIS identified Emmanuel Kamanga, Mickie Kumwamba, Rabson Madi, Dickson Msutu and Stella Chauluka-Stima, as no shows in SEVIS because their status was not changed to “in training” within the required timeframe once they began their programs. Since USAID/Malawi 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

There were no participant issues this quarter.

IV. RECOMMENDED ACTIONS

There are no recommended actions at this time.
**SUMMARY OF PARTICIPANT ACTIVITY**

### EDUCATION STRATEGIC OBJECTIVE

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### HEALTH STRATEGIC OBJECTIVE

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July 27, 2005

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 2005

Dear Ethel:

This letter constitutes our quarterly report for the HCD Task Order that your office issued to World Learning under START, and covers the period April to June 2005.

In the subject quarter, as previously reported, World Learning submitted to you a bulleted version of a draft research report on START as an appropriate mechanism to support USAID’s operational goals as outlined in the January 2004 paper “Foreign Aid: Meeting the Challenges of the 21st Century.” On April 11, 2004, we emailed a short, draft report on pre-departure participant medical examinations and practices in other USG agencies for comparative purposes, including a short discussion of HAC insurance in USAID participant training programs.

A financial report (the SF 269) for the quarter ending June 2005 is enclosed. Please let me know if you have any questions.

Sincerely,

Bonnie Ricci
START Contract Manager