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84004

# Shelter Sector Reform Project Newly Independent States of the Former Soviet Union

An ICMA Report

Prepared for the Office of Housing and Urban Programs  
Agency for International Development



**TECHNICAL ASSISTANCE TO THE HOUSING SECTOR  
IN THE NEW INDEPENDENT STATES  
Component 3: Armenia and Kazakhstan**

**CUMULATIVE QUARTERLY REPORTS  
1 SEPTEMBER 1992 - 31 MAY 1993**

**August 15, 1993**

**Prepare for the U.S. Agency for International Development,  
Bureau of Private Enterprise, Office of Housing and Urban Programs**

**International City/County Management Association  
USAID Contract No. CCS-0008-C-00-2056-00  
USAID Project No. 110-0008**

## **PROJECT MANAGEMENT AND ADMINISTRATION *(Task Order 1)***

ICMA's contract was signed on September 1, 1992, and staff members Mike Murphy, Dan Coleman and deputy project director Ross Hoff managed the project until Peter Epstein started work as project director on October 5.

Project efforts focused immediately on recruiting long-term advisors (LTAs) to reside in Armenia and Kazakhstan and making arrangements for them to relocate overseas. Steven Anlian was retained as LTA for Armenia and Joseph Grassie as LTA for Kazakhstan (See Task Orders 2 and 5 below, respectively.)

Per oral instructions from PRE/H, ICMA suspended recruitment of the second LTA position in each of the two countries until May 1993, when PRE/H orally directed ICMA to recruit for a second LTA position in Kazakhstan to work primarily with the Republic. Also at direction from PRE/H, ICMA did not hire anyone for the ICMA home office-based Senior Housing Analyst position in the contract.

Work also began on building a resume bank of short-term advisors (STAs) and coordinating logistics for short-term TDYs as approved. Many logistical problems were faced as the project started up, including poor communication and transportation links between Washington and the two countries; bureaucratic obstacles to getting travel documents from the Russian and later Kazakhstani and Armenian consulates; and infrequent, unreliable freight service for adequately supplying office equipment to the LTAs. Access to the diplomatic pouch was approved in February.

Overall conceptual and operational project strategies were prepared for a formal review session at PRE/H early in March. Following positive feed back from PRE/H, six-month draft work programs based on these strategies were prepared and submitted to PRE/H for review.

Washington-based staff were involved in making arrangements for client participation in several training events in the first months of the project, including a U.S. study tour on American residential housing for Almaty city officials (November), Armenian and Kazakhstani participation in a U.S. seminar on housing finance (February), and a seminar in Kiev, Ukraine, on land privatization (May),

Peter Epstein traveled to Kazakhstan and Armenia in October/November to work with the LTAs and key local contacts to develop project strategies and formalize an agreement to provide short-term technical assistance. In Almaty, he also participated in a seminar on housing planning, design, and development and presented a half-day seminar on housing reform strategy for the existing housing stock. In Armenia, he conducted a workshop on housing reform strategy for the director of the Department of Economic Reform and other departmental staff.

Epstein returned to Kazakhstan in January to meet key Republic counterparts, assist in negotiating project agreements with the governments of the Republic and City of Karaganda,

and to support efforts of STAs there at the time. In Karaganda, he conducted seminars on housing reform strategy and housing allowances for city officials and staff.

In March, Epstein traveled to Armenia to meet with new client contacts following changes in local and Republic governments, participate in ICMA-sponsored housing seminars, provide input into a draft housing privatization law, and look into possible technical assistance to demonstrate housing privatization concepts in conjunction with World Bank funded earthquake reconstruction activities.

On a return trip to Kazakhstan in May, Epstein focused on reviewing the strategy for the Republic of Kazakhstan in light of a proposed Presidential Decree on Housing Policy being drafted by a Vice Presidential task force on which the LTA was participating. He also commented in writing on the draft decree.

Communication of project progress with PRE/H has been frequent and regular since the beginning of the project, including written weekly reports and participation in biweekly PRE/H meetings with the other two NIS contractors.

Interns hired to work on the project include Beth Gerard (September-December), Ellen Giordano (working at PRE/H since January); Joan Polaschik (February-May); Robert Esler (May-August) and William Kovatch (May-August). The interns have supplied logistical and administrative assistance as well as doing research on various topics for the project.

In March, ICMA's contract was amended to authorize ICMA to work at the PRE/H project officer's request in NIS republics other than Armenia and Kazakhstan.

## **LONG-TERM ADVISORS TO ARMENIA** *(Task Order 2)*

Long-term advisor Steven Anlian arrived in Yerevan, Armenia, on October 8, 1992, and initiated efforts to set up a local office in space provided by the Republic government in the Department of Economic Reform. Anlian was initially retained as an advisor to the Republic but, with PRE/H's decision not to fill the second LTA position, was directed to work with both the Republic government and the City of Yerevan.

The economic blockade imposed on Armenia in its war with Azerbaijan resulted in extremely poor living standards throughout the winter. Severe shortages of power and other hardships made daily life difficult and communication with Washington unreliable. With the help of the Armenian Assembly in Yerevan and project staff in Washington, Anlian equipped his office and in March was successful in securing a reliable international telephone link.

Anlian's initial focus was on developing a detailed strategy and workplan for technical assistance in consultation with Peter Epstein and respective clients; establishing relationships with keyplayers in the Republic and City of Yerevan governments and the USAID mission; and coordinating logistics for STAs. Initial progress was slowed both by the severe winter weather conditions (curtailment of heat and electricity brought many government operations to a virtual standstill) and sweeping reorganizations early in 1993 of both the Republic and City governments, including a new prime minister and new mayor.

The project's first main contact with the Republic of Armenia was Armen Yeghiazarian, director of the Department of Economic Reforms, who, in the aftermath of the February resignation of the prime minister and subsequent reorganization, was made Minister of Economics. As part of the government's reorganization, the Department of Economic Reform was merged into the Department of Economics and the Department's new director, Ashot Avetissian became ICMA's lead counterpart. On a day-to-day basis, Anlian works most closely with Andranik Andreasian, chief of the Republic's Office of Real Estate Reform.

Project work with the Republic of Armenia immediately dealt with assisting in the creation of an overall legal structure for housing and urban land reform. ICMA advised the Ministry of Economy, Department of Economic Reforms, and Judicial Ministry on drafting of an urban land privatization law and also consulted directly with the Parliamentary Committee on Privatization (Health Services and Social Issues) charged with managing consideration of the privatization law in Parliament. The privatization law was enacted in June along with a parliamentary decision directing the government to draft detailed regulations. ICMA is currently assisting in this drafting effort.

Another major priority has been urban land privatization and allocation. Anlian has arranged with a group of technical experts in law, economics, urban planning and design from the Armenia Urban Research Institute (AURI) to assist him and ICMA in advising the government in this area. The AURI consultants have already produced several reports aimed at helping to structure government decision making in this area and will later assist in developing a demonstration program in the City of Yerevan.

Assistance on legal reforms to provide the basis for real property based revenue sources has been another priority, assisted mainly through the short term TDYs, described below.

Work with the City of Yerevan gained momentum in February when the newly-designated mayor appointed a committee to work with the ICMA/USAID housing assistance program. The committee includes the City's housing director and director of communal services. The focus of the initial assistance to the City has been on creating the city policy and capability to implement privatization law, particularly in respect to condominium formation and improved service delivery. The City has selected a visible apartment complex near the Opera House to serve as a pilot project and "laboratory" for investigating, testing,

and demonstrating privatization concepts with an eye to using the building as a condominium demonstration as part of the initial implementation of the recently enacted privatization law. Armenian business school students have conducted an extensive survey of the residents of this project under supervision of Anlian and staff from the University's Business Center. The short-term TDY of Carol Rabenhorst detailed below has further supported this effort. Preliminary arrangements have been made to use this project to demonstrate residential energy conservation concepts in conjunction with other USAID-funded energy projects in Yerevan.

In late May, Anlian arranged with the Yerevan Scientific Research Center of City Management Systems to provide technical assistance to ICMA in its work with the City in respect to housing privatization.

In December, Anlian hired Nancy Najarian a real estate broker in Armenia, and two of her Armenian associates, to produce *A Survey of the Residential Real Estate Sector and the Means of Exchanging Private and State-Owned Residential Property in the Republic of Armenia*. In March, Anlian produced a report on *Armenia's Housing Maintenance Delivery System*.

Efforts have also been made to coordinate project work with World Bank plans to fund earthquake reconstruction activities, particularly the completion of unfinished apartment buildings, possibly by encouraging home owner/tenant participation in management of apartments being completed. A.I.D. has received additional World Bank requests for support of these Bank funded activities and ICMA has assisted PRE/H in reviewing these proposals.

## **SHORT-TERM ADVISORS TO ARMENIA**

In 1992, prior to award of this contract, several short-term TDYs to Armenia were funded through ICMA's core contract with USAID/PRE/H in anticipation of ICMA or another contractor providing more sustained shelter reform assistance under this contract, which was pending at that time.

In May/June, 1992, ICMA contracted real estate development law specialist Jerold Kayden to travel to Armenia to determine the Republic's legal technical assistance needs in the area of privatization law. He worked with the Republic's Department of Economic Reform and City of Yerevan officials in analyzing the housing problems and to identify a scope of activities for future short-term consultancies. The director of the Department of Economic Reform invited Kayden to return in September to help in the drafting of a condominium law. Kayden wrote a detailed report of his findings and analysis, which was presented to A.I.D. and the Government of Armenia.

In July, 1992, Daniel Coleman, C. Scott Johnson, and Steven J. Anlian traveled to Armenia. Coleman concentrated on identifying short-term consultancy requirements over the next six months, while Anlian was asked to review the results of the housing privatization activities in the Republic, including the status of the proposed housing privatization law. Johnson reviewed the City of Yerevan's administrative structure with a view to determining how the city can best change its structure to better resolve its acute housing problems.

ICMA sent attorney Carol Rabenhorst to Armenia for two weeks in March 1993 to advise the Republic of Armenia and City of Yerevan on privatization law and condominium legislation and formation. A draft law was agreed upon with City and Republic attorneys to be amended in the governmental "decision" implementing the privatization law. In consultation with legal counterparts, Rabenhorst also introduced and revised a model condominium foundation deed and by-laws. She also conducted a workshop/seminar with Epstein for city officials and staff on condominium concepts and other housing privatization issues. She reported on her TDY in *Housing Privatization and the Establishment of Condominiums in the Republic of Armenia. (Task Order 11)*

## **TRAINING PROGRAMS FOR ARMENIAN OFFICIALS**

The following major training activities were completed or arranged:

Two Armenians were sent to a ten-day seminar on housing finance in emerging market economies held late February/early March in Salt Lake City/Park City, Utah. The Armenian contributors were: Carine Kirakosyan, Chief of External Relations, Department of Economic Reform, Republic of Armenia; and Samuel Hakopian, Chairman, Housing Department, City of Yerevan. *(Task Order 9)*

Two Armenians were sent to a four-day seminar on privatization of land and urban development in Ukraine held in May in Kiev. The Armenian contributors were Andranik Andreasian, Chief of the Republic's Office of Real Estate Reform; and Gurgen Mushegian, Director of the Armenian Urban Research Institute. *(Task Order 12)*

Also, as discussed above, seminars, workshops and other training activities were carried out in conjunction with Peter Epstein's October/November and March TDYs and with the short-term technical assistance provided by Carol Rabenhorst's workshop for city officials and staff on condominium formation and other privatization topics *(Task Order 11)*.

## **LONG-TERM ADVISORS TO KAZAKHSTAN (Task Order 5)**

Long-term advisor Joseph Grassie arrived in Almaty on December 7, 1992, but did not acquire adequate office space in one of City of Almaty's city buildings until February. He equipped the office over several months with the assistance of Washington staff and also hired a local interpreter/secretary and interpreter/analyst. Communication difficulties including unreliable telephone and fax made reporting from the field sporadic during the project's first months.

In addition to assisting the City of Almaty in a variety of activities critical to converting shelter sector policies and practices into those required for a market-oriented system, agreements with A.I.D. were also signed giving the LTA coordination of the efforts of short-term advisors in housing sector reform to the City of Karaganda and the Republic of Kazakhstan. Grassie was also asked to coordinate the involvement of representatives from the Republic of Kyrgyzstan and the City of Biskek in training activities pending an A.I.D. evaluation of establishing a technical assistance program in that Republic.

Grassie's initial work included coordinating the implementation of STA assignments, arranging for translations of a number of legal documents, and making arrangements for clients to participate in the February housing finance seminar in Utah, the May seminar on privatization of land in Ukraine, and the July study tour to Budapest. In April, Grassie traveled to Moscow to study housing allowance, condominium management, and private housing management programs underway there.

Building an effective working relationship with the City of Almaty has been difficult from the start, especially in keeping the attention of the Deputy Mayor for Housing. The Mayor assigned Grassie a working group of City employees to work with him on developing detailed recommendations for a housing allowance program in Almaty. The working group developed information on a variety of topics including the amount/cost of housing to citizens, the cost of housing maintenance and charges to renters, and cost/revenue for utilities. By late Spring, the City appeared reluctant to proceed with work in this area, ostensibly because of pending Republic initiatives in this area and the City's success in obtaining a Republic commitment to cover operating deficits in housing maintenance and communal services in 1993. During Epstein's visit in May, it was agreed to bring the group's work to a resolution by early July. The productivity of this overall effort has appeared complicated by communication difficulties between the LTA and his chief counterpart.

An agreement was signed in January formalizing ICMA/USAID work with the Republic with the Chief Architect as our main contact. In March, Grassie was consulted by the Vice President on overall housing policy and the formation of a task force to quickly develop a Presidential Decree on Housing Policy. The task force was formed with Grassie included in its membership and the Chief Architect acting as chairman. The subsequent proposed decree sets forth a broad set of housing reform initiatives including the creation of a housing ministry; the creation of a housing bank and plan to bring into being a market-

oriented housing finance system; a plan to make the state's investments in housing through competitive processes that would encourage the growth of private developers and construction firms; and a proposed national program of housing allowances to facilitate the reduction of subsidies for housing maintenance and communal services.

## **SHORT-TERM ADVISORS TO KAZAKHSTAN**

In June, 1992, ICMA contracted Engin Artemel to undertake a short-term assignment to the City of Almaty as a privatization advisor, accompanied by Daniel Coleman. Together they worked to initiate the technical assistance program, design strategic plans, further negotiate the letter of agreement with the Republic, and deal with implementation problems in the housing privatization and new private sector single family housing programs. A preliminary short-term technical assistance program for the City of Almaty was designed that called for arranging a housing planning and design seminar and sending two advisors in September, one in municipal finance and one in construction and mortgage lending. Based on his TDY, Artemel wrote a descriptive analysis of Kazakhstan's housing privatization program. Coleman also traveled to Karaganda to assess the need for and feasibility of a technical assistance program there and to ascertain the willingness of the city to sign a technical assistance agreement with A.I.D. As a result of his visit, the city sent a letter to A.I.D. requesting technical assistance in the area of housing.

In August/September, 1992, Joseph Grassie and Engin Artemel traveled to Kazakhstan to advise the City of Almaty. Grassie also traveled to Karaganda to assess technical assistance possibilities.

Attorney John Sanger was sent to Kazakhstan for two weeks in January to conduct an assessment of legislation and institutions involved in housing reform for the Republic. At the request of our key contact, the Chief Architect of the Republic, Sanger evaluated the draft of national legislation proposed by the Ministry of Construction on a "state program on the construction and sale of housing" and advised on its implementation. He met with a variety of top-level officials in the key ministries having a hand in housing and land legislation. Before he left Kazakhstan, Sanger was asked by Ambassador Courtney to prepare some materials for his use in speech making. Upon his return, Sanger wrote *Summary Report to the Republic of Kazakhstan on Preliminary Assessment of Laws and Institutions for Private Real Estate Markets and Recommended Reform Strategy Agenda*. He conducted a seminar for Republic officials and staff on market-oriented real property law and land use regulation. (Task Order 6)

ICMA sent David Hattis to Kazakhstan for two weeks in January to advise the Republic and Cities of Almaty and Karaganda on building codes and standards for light-weight construction. His work focused on research needed to understand how building standards are developed and enforced both during construction and after occupancy with a

view towards introducing the code writing/inspection procedures appropriate to regulating an emergent industry of private firms, especially small home builders. He conducted separate seminars for officials and staff of the Republic and the City of Karaganda as well as an informal workshop with the Deputy Mayor for Construction in Almaty and his staff. Hattis reported on his TDY in *A Building Regulatory System for Kazakhstan: Building Codes and Standards in a Market Economy*. (Task Order 7)

Joseph Eckert traveled for two weeks in late February/early March to advise the cities of Almaty and Karaganda and the Republic on property assessment, taxation and registration systems including conducting a seminar for sixty participants from Republic, and cities of Almaty, Karaganda and Bishkek to introduce relevant topics. He was joined by Natasha Kalinina, a Moscow-based housing expert who had worked with Eckert in Russia and is familiar with his software programs and western property titling and tax concepts. Eckert worked with City of Almaty Bureau of Technical Information on their land titling system and with the Republic's Ministry of Finance and the Committee on Land Relations. He reported on his TDY in *Recommendations for Creating Property Titling and Real Estate Information Systems to Support Property Tax Systems and the Privatization Process in Kazakhstan*. (Task Order 10)

In May, John Sanger returned to Kazakhstan for two weeks to present to the Republic a recommended, prioritized agenda for legal reform and to commence assistance on priority policy and legal drafting assignments. He reported on his TDY in *Preliminary Assessment of Laws and Institutions for Private Real Estate Markets in Kazakhstan and Recommended Reform Strategy Agenda*. With the participation of Epstein and Grassie, Sanger reached agreement on a privatized agenda for legal reforms with A.I.D. counterparts. Sanger also recruited a group of the nation's leading civilian experts to consult with ICMA/USAID on priority legal reform tasks. (Task Order 13)

## **TRAINING PROGRAMS FOR KAZAKHSTANI OFFICIALS**

A two-day seminar on housing planning, design and development was held in October in Almaty. The seminar, which was followed by two days of workshops, was conducted by consultant Engin Artemel for over 130 local government and Republic officials. Several officials from Biskek, Kyrgyzstan, also participated. (Task Order 3)

A two-week study tour on American residential housing was conducted in November in the Washington, D.C., metropolitan area for three officials from the City of Almaty: Barmakbai Jasinbayev, Deputy Mayor for Housing; Karim Loma, Director of Housing Maintenance; and Seitjan Yermekbayev of the Committee for External Economic and Cultural Relations. (Task Order 4)

Three Kazakhstanis were sent to a ten-day seminar on housing finance in emerging market economies held in late February/early March in Salt Lake City/Park City, Utah. The contributors from Kazakhstan were: Bair Dosmagambetov, Chairman of the Republic's State Committee on Architecture and Construction; Maiko Sagyndykova, Deputy Chairman of the Kazakhstani Bank for Credit and Social Development; and Anauarbek Sultangazin, Deputy Mayor of the City of Karaganda. *(Task Order 9)*

Boris Kovalev, Chief of the Republic of Kazakhstan's Department of Land Tenure, Committee on Land Relations, was sent to a four-day seminar on privatization of land and urban development in Ukraine held in May in Kiev. *(Task Order 12)*

Also, as discussed above, seminars workshops, and other training activities were delivered by Peter Epstein in conjunction with his October/November TDY to Almaty, his visit to Karaganda during his January TDY, and in conjunction with the short-term technical assistance provided by John Sanger's seminar on market-oriented real property law and land use regulation *(Task Order 6)*; David Hattis' seminar on building codes and standards in a market economy *(Task Order 7)*; and Joseph Eckert's and Natasha Kalinina's seminar on property assessment, taxation and registration systems, which was attended by representatives from the Republics of Kazakhstan and Kyrgyzstan and the cities of Almaty and Karaganda *(Task Order 10)*.

## **OTHER SHELTER SECTOR ASSISTANCE ACTIVITIES**

Attorney Sheldon Schreiber was contracted by ICMA in February, 1993, to research and write a report on the relevance of U.S. uniform law reform movements to land privatization in the NIS. *(Task Order 8)*

ICMA staff Robert Macleod was sent to Russia for four weeks in May/June to advise the City of Moscow, Russia, on environmental planning. *(Task Order 17)*

In May, LTA Grassie traveled with Lynn Dunn of the USAID Mission in Almaty to the City of Bishkek to evaluate the potential for a technical assistance program in housing sector reform in Kyrgyzstan.

**Attachment A**  
**TASK ORDER SUMMARY**

- TASK ORDER 1 - Washington, D.C., Project Management**
- TASK ORDER 2 - Long-term Advisors to City of Yerevan and Republic of Armenia**
- TASK ORDER 3 - Seminar on Housing Planning, Design and Development (Almaty, Kazakhstan)**
- TASK ORDER 4 - Study Tour on American Residential Housing for Almaty City Officials (Washington, D.C.)**
- TASK ORDER 5 - Long-Term Advisor to Cities of Almaty and Karaganda and Republic of Kazakhstan**
- TASK ORDER 6 - Short-term Legal Advisor to Republic of Kazakhstan**
- TASK ORDER 7 - Short-term Advisor on Building Codes and Standards to Republic of Kazakhstan**
- TASK ORDER 8 - Report on Relevance of U.S. Uniform Law Reform Movement to Land Privatization in the NIS**
- TASK ORDER 9 - Participation in Seminar on Housing Finance in Emerging Market Economies by Delegates from Armenia and Kazakhstan (Salt Lake City/Park City, Utah)**
- TASK ORDER 10 - Short-term advisor on Property Assessment, Taxation and Registration Systems to Cities of Almaty and Karaganda and Republic of Kazakhstan**
- TASK ORDER 11 - Short-term advisory on Condominium Legislation to Republic of Armenia and City of Yerevan**
- TASK ORDER 12 - Participation in Seminar on Land Privatization by Delegates from Armenia and Kazakhstan (Kiev, Ukraine)**
- TASK ORDER 13 - Short-term Legal Advisor to Republic of Kazakhstan**
- TASK ORDER 14 - Short-term Legal Advisor to Republic of Armenia**

- TASK ORDER 15 - Short-term Legal Advisor on Privatization Topics to Republic of Kazakhstan**
- TASK ORDER 16 - Participation in Study Tour on Housing Privatization in Hungary by Delegates from Armenia and Kazakhstan (Budapest)**
- TASK ORDER 17 - Short-term Advisor on Environmental Planning to City of Moscow, Russian Federation**
- TASK ORDER 18 - Short-term Advisor of Property Management and Training to City of Yerevan**
- TASK ORDER 19 - Short-Term Advisor on Property Assessment, Taxation and Registration to City of Yerevan and Republic of Armenia**

**ICMA**  
**NEWLY INDEPENDENT STATES**  
**TECHNICAL ASSISTANCE**  
**USAID CONTRACT NO. CCS-0008-C-00-2056-00**  
**Quarterly Financial Report**  
**Date: 09/01/92 - 02/28/93**

Current Quarter - 1 & 2	09/01/92 - 02/28/93	Next Quarter - 3	3/01/93 - 5/30/93
Project to Date Expended:	386,021		
Prior to Date Expended:	0		
Expended This Quarter:	386,021		
Estimated Expenditures:	400,000	Est. Expenditures:	500,000
% Variance:	3.62%		

Category	Budget Amount	Prior To Date Expenditures	Current Quarter Expended Sept - Feb	Quarter Accruals Feb 1993	Expended Total To Date (b+c+d)	Estimated Expenditures Next Qtr	TO Funds Committed This Quarter TOs 1 - 11	TO Funds Committed To Date TOs 1 - 11	Balance Uncommitted Funds (a-h)
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
Salaries & Wages	1,134,200		93,009		93,009		238,334	238,334	895,866
Fringe Benefits	235,900		22,356		22,356		49,573	49,573	186,327
Subcontracts	147,900		0		0		65,599	65,599	82,301
Overhead	716,500		64,117		64,117		118,091	118,091	598,409
Training, Seminars, Etc.	1,084,900		0		0		0	0	1,084,900
Other Direct Cost	1,683,400		68,562		68,562		437,161	437,161	1,246,239
Logistic Support	346,500		93,802		93,802		515,087	515,087	(168,587)
Consultants	145,400		15,680		15,680		51,158	51,158	94,242
Subtotal	5,494,700		357,526		357,526		1,475,003	1,475,003	4,019,697
G & A	406,000		28,495		28,495		117,558	117,558	288,442
Total	5,900,700		386,021		386,021		1,592,561	1,592,561	4,308,139

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ICMA  
 NEWLY INDEPENDENT STATES  
 TECHNICAL ASSISTANCE  
 USAID CONTRACT NO. CCS-0008-C-00-2056-00  
 Quarterly Financial Report  
 Date: 09/01/92 - 02/28/93

TO#	TASK ORDER TITLE COUNTRY COMPANY	ACTIVITY/ TECH. AREA	CONSULTANT/EMP. NAME TYPE	DAILY RATE '93	Authorized		Expended Thru		Expended Two Qtrs		Projected		Total		Balance		
					Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount	
#7	S/T Advisor to Kazakhstan Building Codes/Standards (Hattis) Kazakhstan ICMA	Municipal Mgmt	Hattis, D.	C	320.00	27	8,640			0	0	0	0	0	0	27	8,640
						TO TOTAL	27	8,640			0	0	0	0	0	27	8,640
#8	Law Reform Movements to Land Privatization NIS ICMA	Municipal Mgmt	Schreiberg, S	C			11,877			0	0	0	0	0	0	0	11,877
						TO TOTAL	11,877			0	0	0	0	0	0	0	11,877
#9	Participant Training/Housing Finance Seminar USA Pratt Assoc.	Housing Finance	Pratt Assoc.	S			54,599			0	0	0	0	0	0	0	54,599
						TO TOTAL	54,599			0	0	0	0	0	0	0	54,599
#10	S/R Advisor to Cities of Alma Ata and Karaganda and the Republic of Kazakhstan Property Assessment, Taxation, Registration Kazakhstan ICMA	Municipal Mgmt.	Eckert, J.	C	328.00	25	8,150			0	0	0	0	0	0	25	8,150
						TO TOTAL	25	8,150			0	0	0	0	0	25	8,150
#11	S/T Advisor to City of Yerevan and Republic of Armenia Armenia ICMA	Condominium Law	Rabenhorst, C	C	320.00	24	7,680			0	0	0	0	0	0	24	7,680
						TO TOTAL	24	7,680			0	0	0	0	0	24	7,680
TO 1 - 11 TOTALS						885	355,703			378	108,689	0	0	378	108,689	610	247,014

Employees	329	83,006
Consultants	49	15,680
Temp. Services	0	0
Subcontractors	0	0
	378	108,689

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NEWLY INDEPENDENT STATES  
TECHNICAL ASSISTANCE  
USAID CONTRACT NO. CCS-0008-C-00-2056-00  
Quarterly Financial Report  
Date: 03/01/93 - 05/31/93

Current Quarter - 3 03/01/93 - 05/31/93	Next Quarter - 4 6/01/93 - 8/30/93
Project to Date Expended: <b>796,741</b>	
Prior to Date Expended: <b>386,021</b>	
Expended This Quarter: <b>410,720</b>	Est. Expenditures: <b>243,250</b>
Estimated Expenditures: <b>500,000</b>	
% Variance: <b>-17.8%</b>	

Category	Budget Amount	Prior To Date Expenditures	Current Quarter Expended Mar - May	Quarter Accruals May 1993	Expended Total To Date (b+c+d)	Estimated Expenditures Next Qtr	TO Funds Committed This Quarter TOs 1 - 11	TO Funds Committed To Date TOs 1 - 11	Balance Uncommitted Funds (a-h)
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
Salaries & Wages	1,134,200	93,009	77,898		170,907		238,334	238,334	895,866
Fringe Benefits	235,900	22,356	18,973		41,329		49,573	49,573	186,327
Subcontracts	147,900	0	54,599		54,599		65,599	65,599	82,301
Overhead	716,500	64,117	51,439		115,556		118,091	118,091	598,409
Training, Seminars, Etc.	1,084,900	0	0		0		0	0	1,084,900
Other Direct Cost	1,683,400	68,562	41,771		110,333		440,386	440,386	1,243,014
Logistic Support	346,500	93,802	112,293		206,095		523,767	523,767	(177,267)
Consultants	145,400	15,680	23,429		39,109		57,796	57,796	87,604
Subtotal	5,494,700	357,526	380,402		737,928		1,493,546	1,493,546	4,001,154
G & A	406,000	28,495	30,318		58,813		119,035	119,035	286,965
<b>Total</b>	<b>5,900,700</b>	<b>386,021</b>	<b>410,720</b>		<b>796,741</b>		<b>1,612,581</b>	<b>1,612,581</b>	<b>4,288,119</b>

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ICMA  
NEWLY INDEPENDENT STATES  
TECHNICAL ASSISTANCE  
USAID CONTRACT NO. CC8-0008-c-00-2056-00  
Quarterly Financial Report  
Date: 03/01/83 - 05/31/83

TO#	TASK ORDER TITLE COUNTRY COMPANY	ACTIVITY/ TECH. AREA	CONSULTANT/EMP. NAME TYPE	DAILY RATE '83	Authorized		Expended Thru		Expended Two Qtrs		Projected		Total		Balance			
					Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount
#1	Management of all Task Orders USA ICMA		Murphy, M.	E	321.08	13	4,111	0	0							13	4,111	
			Epstein, P.	E	321.15	130	41,811	94	30,188	58.0	18,827			152	48,815	(22)	(7,204)	
			Hoff, R.	E	178.20	91	14,581	82	11,048	38.0	6,772			100	17,820	(9)	(3,238)	
			Dubinski, R.	E	331.82					5.0	1,660							
			Ramos, I.	E	254.70	13	3,253	0	0	6.0	1,528			8	1,528	7	1,725	
			Freeman, B.	E	173.10	70	11,218	24	4,201	28.0	4,501			50	8,702	20	2,514	
			TO TOTAL		317	74,772	180	45,437	133.0	33,087	0	0	308	78,864	9	(2,082)		
#2	L/T Advisor to Republic of Armenia and the City of Yerevan Armenia ICMA Municipal Mgmt		Anilan, S.	E	320.08	250	80,021	98	30,808	70.0	22,408			168	53,014	84	27,007	
			TBD	E	331.82	54	17,824	0	0	0	0			0	0	54	17,824	
			TO TOTAL		304	97,845	98	30,808	70.0	22,408	0	0	168	53,014	138	44,831		
#3	Seminar of Housing Planning, Design, and Development in Alma-Ata Kazakhstan ICMA Municipal Mgmt		Artemel, E.	C	320.00	33	10,560	29	9,280		0			29	9,280	4	1,280	
			Palmer, A.	C	320.00	10	3,200	10	3,200		0			10	3,200	0	0	
			TO TOTAL		43	13,760	39	12,480	0.0	0	0	0	39	12,480	4	1,280		
#4	Study Tour for Alma Ata City Officials Kazakhstan ICMA Municipal Mgmt		Artemel, E.	C	320.00	8	2,560	8	2,560		0			8	2,560	0	0	
			Palmer, A.	C	320.00	2	640	2	640		0			2	640	0	0	
			Geard, B.	T	98.00	5	480	0	0		0			0	0	5	480	
			TO TOTAL		15	3,680	10	3,200	0.0	0	0	0	10	3,200	5	480		
#5	L/T Advisor to City of Alma Ata/City of Kamengda and the Republic of Kazakhstan Kazakhstan ICMA Municipal Mgmt		Gaese, J.	E	320.08	205	65,838	53	18,864	70.0	22,408	0	0	123	39,370	72	28,288	
			TBD	E	331.82	0	0	0	0	0			0	0	0	0		
			TO TOTAL		205	65,838	53	18,864	70.0	22,408	0	0	123	39,370	82	33,288		
#6	S/T Advisor to Kazakhstan (Sanger) Kazakhstan ICMA Municipal Mgmt		Sanger, J.	C	320.08	28	8,982	0	0	28.0	8,982	0	0	28	8,982	0	0	
			TO TOTAL		28	8,982	0	0	28.0	8,982	0	0	28	8,982	0	0		

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ICMA  
NEWLY INDEPENDENT STATES  
TECHNICAL ASSISTANCE  
USAID CONTRACT NO. CC8-0008-c-00-2056-00  
Quarterly Financial Report  
Date: 03/01/83 - 05/31/83

TO#	TASK ORDER TITLE COUNTRY COMPANY	ACTIVITY/ TECH. AREA	CONSULTANT/EMP. NAME TYPE	DAILY RATE '83	Authorized		Expended Thru 02/28/83		Expended Two Qtrs 03/01/83-05/31/83		Projected June 30, 1983		Total Expended		Balance Unexpended			
					Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount		
#7	S/T Advisor to Kazakhstan <u>Building Codes/Standards (Hattie)</u> Kazakhstan ICMA Municipal Mgmt		Hattie, D.	C	320.00	27	8,640	0	0	25.5	8,160	0	0	26	8,160	2	480	
						TO TOTAL	27	8,640	0	0	25.5	8,160	0	0	26	8,160	2	480
#8	<u>Law Reform Movements to Land Privatization</u> NIS ICMA Municipal Mgmt		Scheiberg, S	C			11,877	0	0	0.0	0	0	0	0	0	0	11,877	
						TO TOTAL	11,877	0	0	0.0	0	0	0	0	0	0	11,877	
#9	<u>Participant Training/Housing Finance Seminar</u> USA Platt Assoc. Housing Finance		Platt Assoc.	S			54,500	0	0	0.0	54,500	0	0	0	54,500	0	0	
						TO TOTAL	54,500	0	0	0.0	54,500	0	0	0	54,500	0	0	
#10	S/R Advisor to Cities of Aims Ala and Kamganda and the Republic of Kazakhstan <u>Property Assessment, Taxation, Registration</u> Kazakhstan ICMA Municipal Mgmt		Eckert, J.	C	326.00	25	8,150	0	0	0.0	0	0	0	0	0	25	8,150	
						TO TOTAL	25	8,150	0	0	0.0	0	0	0	0	25	8,150	
#11	S/T Advisor to City of Yerevan and <u>Republic of Armenia</u> Armenia ICMA Condominium Law		Rabenhorst, C	C	331.92	24	7,968	0	0	19.0	6,308	0	0	19	6,308	5	1,660	
						TO TOTAL	24	7,968	0	0	19.0	6,308	0	0	19	6,308	5	1,660
#13	<u>S/T Legal Advisor to the Republic of Kazakhstan</u> Kazakhstan ICMA Municipal Mgmt		Sanger, J.	C	331.92	20	6,638				0	0	0	0	0	20	6,638	
						TO TOTAL	20	6,638	0	0	0.0	0	0	0	0	20	6,638	
TO 1 - 11 TOTALS							1,008	362,827	378	108,860	348	155,928	0	0	719	282,856	290	89,871

273      77098  
72.5      23429  
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345.5      155928.3

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ICMA  
NEWLY INDEPENDENT STATES  
TECHNICAL ASSISTANCE  
USAID CONTRACT NO. CCS-0008-C-00-2056-00  
Quarterly Financial Report  
Date: 09/01/92 - 02/28/93

TO#	TASK ORDER TITLE COUNTRY COMPANY	ACTIVITY/ TECH. AREA	CONSULTANT/EMP. NAME TYPE	DAILY RATE '93	Authorized		Expended Thru		Expended Two Qtrs		Projected		Total		Balance			
					Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount	Days	Amount		
#1	<u>Management of all Task Orders</u> USA ICMA		Murphy, M. Epstein, P. Hoff, R. Ramos, I. Freeman, S.	E E E E E	321.08	13	4,111											
					321.15	130	41,811			94	30,188	0	0	13	4,111			
					178.20	91	14,581			62	11,048	94	30,188	38	11,423			
					254.70	13	3,253					62	11,048	29	3,533			
					173.10	70	11,218					0	0	13	3,253			
						70	11,218			24	4,201	24	4,201	48	7,015			
					317	74,772			180	45,437	0	0	180	45,437	137	29,335		
#2	<u>L/T Advisor to Republic of Armenia and the City of Yerevan</u> Armenia ICMA Municipal Mgmt		Anlian, S. TBD	E E	320.08	250	80,021											
					331.92	54	17,924			98	30,808	98	30,808	154	49,413			
										0	0	0	0	54	17,924			
					304	97,945			98	30,808	0	0	98	30,808	208	67,337		
#3	<u>Seminar of Housing Planning, Design, and Development in Alma-Ata</u> Kazakhstan ICMA Municipal Mgmt		Artemel, E. Palmer, A.	C C	320.00	33	10,580											
					320.00	10	3,200			29	9,280	29	9,280	4	1,280			
										10	3,200	10	3,200	0	0			
					43	13,780			39	12,480	0	0	39	12,480	4	1,280		
#4	<u>Study Tour for Alma Ata City Officials</u> Kazakhstan ICMA Municipal Mgmt		Artemel, E. Palmer, A. Gerard, B.	C C T	320.00	8	2,560											
					320.00	2	640			8	2,560	8	2,560	0	0			
					86.00	5	480			2	640	2	640	0	0			
										0	0	0	0	5	480			
					15	3,680			10	3,200	0	0	10	3,200	5	480		
#5	<u>L/T Advisor to City of Alma Ata/City of Karaganda and the Republic of Kazakhstan</u> Kazakhstan ICMA Municipal Mgmt		Grassie, J. TBD	E E	320.08	205	65,638											
					331.92	0	0			53	18,984	0	0	53	18,984	152	48,673	
										0	0	0	0	0	0			
					205	65,638			53	18,984	0	0	53	18,984	152	48,673		
#6	<u>S/T Advisor to Kazakhstan (Sanger)</u> Kazakhstan ICMA Municipal Mgmt		Sanger, J.	C	320.08	28	8,962											
										0	0	0	0	0	0	28	8,962	
					28	8,962			0	0	0	0	0	0	28	8,962		

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