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QUARTERLY PROGRESS REPORT NO. 4

June 15 to September 14, 1993

**IQC for Worldwide Technical Assistance
in Private Enterprise**

**Contract No. PCE-0001-I-00-2651-00
Project No. 940-0001**



**Prepared for:
Office of Emerging Markets
Bureau for Private Enterprise
U.S. Agency for International Development**

**Prepared by:
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Chemonics Consortium
Quarterly Progress Report
June 15, 1993 to September 14, 1993
Indefinite Quantity Contract (IQC) for
Worldwide Technical Assistance in Private Enterprise

Summary

The Chemonics Consortium received and responded to a total of six requests for services during this reporting period. As of September 15, 1993, this brings the total number of inquiries/requests for services to 31 (see Annex A, Inquiry Report). Interest in the PRE IQC appears to have abated somewhat after a very intensive first nine months. Missions continue to be the principal source of inquiries, responsible for 26 out of 31 or 84 percent of the inquiries/requests received to date. Bureaus, in particular the NIS Task Force and Asia, have originated five, or 16 percent of the inquiries.

As of September 15, 1993, the Chemonics Consortium has been selected to provide technical assistance services in fifteen of the twenty-five instances where a decision has been made regarding services to be provided (see Annex A). Three activities are still pending decision, while three activities have been dropped due to lack of Mission follow-on. During this reporting period, the Consortium conducted field work under seven delivery orders: continued field work in Zambia (DO No. 4), completed field work in Egypt (DO No. 3), El Salvador (DO No. 5), and Uganda (DO No. 7), and initiated and completed field work in Cape Verde (DO No. 9), Indonesia (DO No. 10), and Jordan (DO No. 11). Three delivery orders were completed during this period: Jamaica (DO No. 1), Nicaragua (DO No. 2), and Burundi (DO No. 6), and one delivery order, No. 8, was assigned but not negotiated due to problems in negotiations. One delivery order (Kenya, No. 13) is under negotiation at this time, while four new DOs hopefully will be negotiated and initiated during the next reporting period: Bolivia, Cape Verde No. 2, Honduras, and The Gambia.

A. Activities Conducted

A1. Consortium Management

As the managing entity for this IQC, Chemonics continues to refine the implementation procedures to ensure smooth interaction with AID in executing DOs, to divide equitably and functionally the work among the various subcontractors in the consortium, and to bear the overall responsibility for quality control. To ensure regular and consistent information exchange with the PRE/EM Bureau, a bi-weekly status report has been developed. Monthly delivery order progress and financial reports are being prepared. An evaluation e-mail or fax, assessing the PRE IQC process, the Contractor's performance, the

Team's performance, and the quality and caliber of the deliverable, has been designed and is being transmitted by the PRE Bureau to Missions upon receipt of the final product. On-going monitoring of DO proposals has been conducted to ensure prompt, high-quality responses to requests for services. The Chemonics Consortium has been recognized in several instances by Missions for its responsiveness; it is felt that the management procedures are partially responsible for this outcome.

Now that the Consortium has completed one year in operation, a Consortium meeting is being scheduled to address such issues as profitability, performance to date, lessons learned, and marketing efforts for the future.

A2. Information Dissemination

A detailed PRE/IQC factsheet is attached to all proposals submitted for consideration by a requesting entity. The PRE/EM Bureau has developed its own factsheet and/or instruction information for Missions, based on Chemonics' fact sheet. It is evident that this information dissemination has greatly improved Mission use of the PRE IQC, particularly in regard to the designation of functional labor categories.

A3. Subcontractors

A very collaborative approach is being pursued with the Consortium members by Chemonics, the prime contractor. To date, all Consortium members, with the exception of MSI, have received some work under this IQC.

B. Accomplishments During Reporting Period

Eleven delivery orders were managed during this reporting period, each one in different stages of implementation and completion. In addition, six inquiries for new services were responded to. Activities conducted on each delivery order and in response to inquiries are reported on in this section.

B1. Delivery Orders

B1.1. Delivery Order No 1: USAID/Jamaica: Mid-term Evaluation of the Export Development and Investment Program (EDIP)

This activity has been completed. The total level of effort provided was 112 working days. The activity was executed within budget. One extension of the estimated completion date was required due to the delay in receipt of Mission comments. The final invoice has been processed and paid. The only pending matter is the receipt of an evaluation cable on the Contractors' performance, previously submitted to the Mission by the PRE Bureau.

B1.2 Delivery Order No. 2: USAID/Nicaragua: Assessment of the Private Sector Support Project

This activity has been completed. The total level of effort provided was 58.5 working days. The activity was executed slightly below budget. One extension of the estimated completion date was required due to the need to submit a second version of the draft report to the Mission for comments prior to finalizing the report. The final invoice has been processed and paid. The evaluation cable on the Contractor's performance has been received.

B1.3 Delivery Order No. 3: USAID/Cairo (Egypt): Assessment of the Potential for Liberalization and Privatization of the Egypt Cotton Textile Subsector

The objective of this delivery order was to assess the economic situation in the cotton textile industry in order to develop a plan for first liberalizing the cotton industry and then privatizing the spinning, weaving, and other cotton textile industries. The study should also estimate the growth in export and domestic demand and project the scope for private sector investment in the cotton spinning and weaving industries.

The effective dates of the delivery order were March 12, 1993 through July 30, 1993. A ten-person team, five expatriate and five local members, was provided to conduct the study. The expatriate team consisted of a legal and regulatory framework specialist/team leader, two senior privatization specialists, one staff privatization specialist, and one sectoral development specialist. The majority of the expatriate team completed their field work on schedule, and departed Cairo on June 24, 1993. The team leader and staff privatization specialist compiled the draft final report in country, and submitted it to the Mission for comments on June 27, 1993. A formal management briefing presentation was made by the team leader to the Mission and government counterpart officials on July 7, 1993; the remaining team members departed country on July 9, 1993. A debriefing was held with the PRE Bureau on July 13. The Mission has commented that the presentation—the content, and the overall study itself—is one of the best they have ever received from a contractor. In addition, Chemonics was praised for its management of the team and the production of a quality product.

The final report, including Mission and Government comments, was edited within Chemonics and sent to the Mission on July 30, 1993. On August 4, 1993, the Mission requested revision of one paragraph in the text regarding the issue of cotton prices. In particular, the Mission felt that the analysis on the artificial pricing of cotton for 1992 was in error. Chemonics arranged for communication between the Project Officer and the team leader, in consultation with an independent cotton expert, to prepare an appropriate response. The revised text was approved on September 8, 1993. The Mission was very appreciative of

the extraordinary effort made to respond to their concerns. A corrected version of the final report was prepared and distributed.

The total level of effort provided was 697.5 working days. The delivery order was executed on budget and within the original time period. The only matters pending in regard to this delivery order is the submission of the final invoice and the evaluation cable.

B1.4 Delivery Order No. 4: USAID/Zambia: Short-term Technical Assistance to the Zambia Privatization Support Project

The effective dates of this delivery order are April 14 through September 17, 1993. The delivery order was amended September 21, 1993 to: 1) increase the number of work days ordered and associated other direct costs; 2) extend the estimated completion date from September 17, 1993 to December 31, 1993; and 3) to increase the ceiling price.

The objective of this DO is to supply four senior privatization specialists as short-term consultants to provide technical assistance to the Zambia Privatization Agency (ZPA) in the bridge period between two long-term institutional contracts. The team, managed by Deloitte & Touche, is responsible for the following four tasks:

1. Participate in the completion of sales of companies in Tranche 1.
2. Collect and analyze information for Tranche 2 companies, including assessment of strategies for divestiture and potential sales values.
3. Design the methodology and prepare the first public flotation, assessing impact.
4. Commence the development of both a national and international publicity and marketing campaign in order to assist in the sales of parastatal companies.

The team was fielded April 21, 1993. As of September 30, 1993, twelve bi-weekly reports have been submitted. The team leader/business analyst has conducted field visits to selected companies slated for privatization/divestiture. Divestiture options and modes of sale for targeted companies have been discussed with ZPA and the consulting entities responsible for their privatization. Privatization studies for selected companies have been reviewed, detailed comments provided, and issues requiring resolution prior to privatization identified for further attention. Detailed meetings with prospective companies slated for privatization have been held to discuss historical background, current situation, future prospects of the company, and outlining ZPA's information requirements in each functional area to facilitate data collection for the preparation of the privatization study. Methodology, approach and content of valuation reports for companies being privatized have been developed. Assistance in restructuring financial and operational information, and in preparing memoranda, action plans, and advertisements for upcoming sales, is being provided.

Company profiles for all state-owned enterprises in Zambia have been prepared. Consultations with senior management of targeted companies to discuss privatization action

plans, liabilities, etc. have been held regularly. Instructions for a tender package and confidentiality agreements for prospective purchasers of one company have been prepared, reviewed, and reproduced. Discussions on criteria for the evaluation of bids submitted for companies slated for sale have been held with key ZPA management. Discussions on environmental assessment studies for Tranche 2 companies have been held with selected environmental consultants. Board papers for the mode of sale for five companies have been prepared. A review of the social impact issues of asset sales vis-a-vis the sale of separate legal entities was prepared and discussed with senior management of ZPA.

The floatation specialist has prepared draft terms of reference for consultants to prepare the valuation and to develop and conduct the sale strategies of selected companies. Draft negotiating team guidelines have been prepared for three companies ready for sale. Recommendations regarding possible policy changes to facilitate the sale of selected companies were submitted to the Minister of Commerce. Procedures to assist ZPA in conducting negotiations with prospective buyers have been developed. An agenda for use at the first minority shareholder meeting for one company was prepared; the floatation specialist subsequently was requested to lead this meeting and prepare a follow-up letter for the Chairman covering the discussion points. Draft memoranda of sale and draft financing plans have been reviewed; draft prospectuses for selected companies are being prepared.

A stock floatation plan and timetable has been prepared and discussions with ZPA staff held to start the work on stock flotations as part of the sales process. Ongoing meetings are being held with the senior management of all major financial institutions to solicit their thoughts and involvement in possible future stock flotations. A group called the "Floatation Team" has been organized and meets on a weekly basis (to date, it has met seven times). An article on the issue of stock flotations has been prepared for the local newspaper. A meeting was held with the Ministry of Finance to discuss debt for equity possibilities as an alternative sales strategy. The advisor has also met with a World Bank-funded capital market team, and has developed an outline of an action plan for the creation of a prospectus incorporating proposed guidelines submitted by them.

The floatation specialist attended the first Lusaka Stock Exchange seminar and arranged for several ZPA managers to attend as well. Meetings with stock exchange principals for prospective brokers have also been organized, including with a stock exchange formation team from Washington.

The second business analyst has assessed financial data for selected state-owned enterprises. A computer financial model was set up to evaluate World Bank conditionality parameters for all state-owned enterprises. Terms of reference for consultants to conduct company valuations have been drafted and finalized. Specific valuations of targeted companies have been reviewed and changes, as required, recommended. Specific presentations on valuation by selected consultants have been arranged for ZPA staff. Assistance in facilitating prospective buyers' field visits to selected sites has been provided,

accompanying teams when necessary. Meetings with minority shareholders and negotiation teams have been held. Review of press releases announcing the start of negotiations with shareholders for participation in sales of selected companies, in particular for minority shareholders, has been done. The minority shareholders' price offers and supporting assumptions have been reviewed and compared with ZPA offers, and a negotiation strategy, particularly in regard to price issues, has been developed.

The business analyst completed his assignment under this DO and departed Lusaka on August 27, 1993. Under the approved amendment, the advisor return to Zambia on September 20, 1993, to provide approximately thirty additional days of service.

The public relations specialist received approval for a short-term public relations and advertising campaign action plan, and a media strategy has been drafted and reviewed. As part of this plan, an assessment was conducted of local printing and public relation firms capabilities to handle the anticipated work load. Assistance has been provided to the Zambian press to prepare them for inquiries and related issues once actual sales and divestitures are announced, including the preparation of press kits and press releases. Leading foreign correspondents and important press/media contacts in the region have been identified. News articles on Zambia's privatization program have been prepared and will be featured in regional publications. A special article on privatization is being scheduled for one of the local newspapers; articles are currently being prepared by the team for this edition. Efforts are underway to develop a weekly column in two local newspapers, the *Times of Zambia* and the *Financial Mail*.

Draft sale advertisements for selected Tranche 2 companies have been prepared. Discussions are underway to produce a music video clip with a privatization message as part of a public awareness campaign; assistance has been provided to ZPA in preparing the tender documents for this video production, and for a TV and radio advertising campaign for ZPA. Discussions have been held with the Social Impact Department for the production of a ZPA information package which would be disseminated to workers of affected state-owned enterprises. Assistance in the drafting of press releases regarding the signing of sales contracts for privatized companies has been provided. Advertisement and media plans for dissemination of information regarding upcoming sales in the European and US markets are being drafted. Finally, the specialist prepared a draft of ZPA's Annual Report.

On July 23, 1993, the Mission requested that the public relations specialist (Mr. F. Jaeger) be terminated at their convenience. On August 9, 1993 Mr. Douglas Herman was approved by Contracts/Washington to replace Mr. Jaeger as the public relations specialist.

Mr. Herman has reviewed and assessed the progress made by his predecessor, developed a work plan, and determined short-and medium-term objectives for the publicity program; the plan has been discussed and approved by the Publicity and Marketing Department of ZPA. The copy and proposed layout for a general information brochure on

the privatization program has been prepared. Tender (sale) documents for selected companies have been reviewed. Press releases announcing the sale of seven companies were prepared. Discussions with the *Times of Zambia* to secure free space for a weekly ZPA question and answer column have been held. As a result, four question and answer columns on privatization will appear. The first one appeared on September 26, 1993.

A proposal to secure speaking and writing skills training for ZPA staff has been drafted and presented to ZAMCOM. The text and layout for a brochure on the social impact of privatization has been prepared. A strategic planning meeting with the ZPA director and advisors to determine programs and plan of actions for pending publicity projects was organized and held. Assistance in the preparation of ZPA's response to allegations from one of the companies slated for privatization has been provided; the advisor also directed the press conference held to clarify ZPA's position on this issue. Finally, the advisor met with World Bank representatives to expedite their sponsorship of a radio program on privatization.

A final report is not a required deliverable under this DO. Instead, the team prepares biweekly short reports, which describe work undertaken and completed, problems, their impact, and resolutions. These reports are submitted to USAID and the ZPA. The team is also required to conduct regular meetings and report to ZPA management on the status of assigned activities, and to conduct oral briefs regarding on-the-job training of department-head counterparts on an as-needed basis. All reports and their contents are held confidentially by USAID and ZPA, consistent with the program and its requirements.

The team will prepare a brief trip report at the completion of their assignment, outlining activities conducted, problems and opportunities, and final results. These reports will be submitted at the end of the team's work-period in country. At this point, the team leader/business advisor and the public relations specialist will complete their assignments on September 30, 1993; the second business advisor will be finished on October 15, 1993, and the floatation specialist will work through December 31, 1993.

The total LOE for this assignment, as amended, is 559 working days.

B1.5 Delivery Order No. 5: USAID/El Salvador: Mid-term Evaluation of the Microenterprise Development Project

The effective dates of the delivery order are May 12, 1993 through September 10, 1993. In late August, the delivery order estimated completion date was extended by thirty days to October 10, 1993 to allow sufficient time to receive Mission comments. In mid-September, due to the continued delay in receipt of Mission comments, the delivery order's estimated completion date was extended for an additional thirty days. The new estimated completion date is now November 10, 1993.

The objective of this delivery order is to provide a three person team to conduct the mid-term evaluation of the Microenterprise Development (FINCA) Project for USAID/El Salvador. The purpose of the evaluation is two-fold: (1) to assess progress to date under the project; and (2) to look at the current implementation of the village bank model by surveying other AID-funded organizations currently implementing this project in El Salvador. Among the issues being evaluated are: basic project design elements; financial self-sufficiency; institutional effectiveness and role of counterparts; effectiveness and relevance of training provided; financial and management procedures; managerial and administrative capabilities and systems; women in development; and relationship to USAID/El Salvador program objectives.

The team consists of a team leader/senior business development specialist, a senior financial markets specialist, and a staff financial markets specialist. A local subcontractor has been hired to assist in the survey design, implementation and analysis.

The work plan for the delivery order was divided into two distinct stages: Stage 1 involved the design and implementation of the impact survey, and comprised four activities—document review/survey preparation, survey design and testing, survey implementation and analysis, and survey report write-up. Stage 1 was conducted May 24, 1993 through July 17, 1993. USAID/El Salvador was given two weeks to review the survey report, July 17-30, 1993. Stage 2 involved the actual evaluation of the project and consisted of three activities—preparation of evaluation materials, project evaluation, and debrief on assignment/final report preparation. Stage 2 was conducted August 9 through September 10, 1993. The evaluation report will be reviewed by Mission for final comments. Upon receipt of final comments, the report will be edited and officially distributed by Chemonics, at this point scheduled for mid-October, 1993.

As of September 15, 1993, the field work for this delivery order has been completed as scheduled. The Mission is very pleased with the quality of the report and the effort which the team has given to the project to date. The Mission has reviewed both the survey report and the evaluation report, and unofficially approved both.

The evaluation has found that while FINCA's field work has been impressive, it's organizational contribution to CAM has been marginal. Further, the low level of funding from non-AID sources as compared to the overall budget, places the project in a precarious position. FINCA has been lobbying AID for a large grant to duplicate the El Salvador project worldwide. The El Salvador Mission and AID/Washington is concerned with certain aspects of the current project, and is not yet convinced that the lending model is fully developed and therefore ready for replication worldwide. The team is in general agreement with the Mission.

The total LOE for this project is 113 working days.

B1.6 Delivery Order No. 6: USAID/Burundi: PID/PAIP Design for Burundi Agricultural Enterprise Support Project

The effective dates for this delivery order are April 16, 1993 through June 28, 1993. The objective of the delivery order was to provide three specialists to collaborate with an eight-member USAID/Burundi-assembled team in preparing designated components of the Burundi Agricultural Enterprise Support Project (BAESP) Identification Document/Program Assistance Initial Proposal. The three specialists provided were a trade and investment promotion specialist (agricultural marketing/policy expert), a sectoral development specialist (agricultural input marketing expert), and a business development specialist (agribusiness expert).

The team was field April 20, 1993 and worked in country through May 28, 1993. The team received good cooperation from the Mission and from the larger, primarily REDSO- and AID/W-based, team members. The required sections of the PID and PAIP were submitted to the Mission on June 8, 1993. On June 23, 1993, Chemonics was informed that the Mission required further analysis regarding the proposed Commodity Import Program (CIP), analysis that could only be done through field work. In addition, the Mission strongly recommended the use of a specific consultant to conduct the analysis, an individual who was not a member of the original team.

A scope of work outlining the necessary tasks to complete the analysis was sent to Chemonics on June 24, 1993. It was Chemonics' determination that the new scope of work represented a significant enhancement of the original scope of work regarding the CIP. Therefore, in order to provide the Mission with the necessary analysis, additional resources beyond those available in the current DO budget were required.

This matter was referred to AID/Washington Contracts for resolution. A letter outlining Chemonics position on the issue was submitted to Contracts on July 9, 1993. On August 10, 1993, Chemonics was informed by Contracts that the Mission has been instructed that if "there is more work to be performed by a consultant who is not a member of the original consulting team, than this is beyond the original scope of work, and the Mission should hire the consultant directly." The Mission has proceeded to hire someone directly to further refine the issues surrounding the design and use of a CIP under the BAESP project.

All invoices submitted for this activity have been paid. There are no other pending matters regarding this delivery order. The total LOE for this DO was 96 working days. The actual LOE provided was 89 working days.

B1.7 Delivery Order No. 7: USAID/Uganda: Preparation of substantive sections of a Project Paper (PP) for the Investment in Developing Export Agriculture (IDEA) Project

The effective dates of this delivery order were May 13, 1993 through July 31, 1993. The objective of the delivery order was to provide a five-person expatriate team of technical specialists to participate in designing the IDEA Project and to prepare a document that would serve as the substantive basis for the PP.

The team consisted of a trade and investment promotion specialist/team leader, another trade and investment promotion specialist, two sectoral development specialists, and one business development specialist. The team was fielded May 14 through June 24, 1993.

Initial activities consisted of a series of meetings and interviews, followed by a project-instituted weekly review meeting with USAID. During the first review meeting the team presented their draft work plan and schedule, which was generally agreed to by the Mission. The Mission did request that the team focus on institutional arrangements related to location of the Agricultural Research Center, the type of activities the Center will be engaged in, and how these activities will be carried out.

Extensive and numerous interviews (over 75) with farmers, private sector agribusiness firms, government, and donor agencies were held, in addition to many meetings with USAID. Possible institutional counterparts were identified and assessed. An "IDEA Advisory Group," consisting of representatives from USAID, the Government, and selected other entities was created and met once a week during the period the team was in the field. The Group provided an excellent forum for the exchange of ideas, in particular concerning the structure and operations of the proposed project.

Site visits in the field were conducted. An all-day workshop to present the proposed concept and organizational and technical aspects of the IDEA project was held June 14, 1993. The workshop was attended by 80 persons including the Minister of State, Deputy Minister, Permanent Secretary for Agriculture, and many other representatives from the private sector. Small discussion groups were formed to analyze in detail specific aspects of the project, i.e., institutional and policy coordination, private sector associations, research, education and training, financial linkages and marketing systems. The recommendations generated from these discussions are manageable for the most part and have been incorporated into the appropriate PP sections.

Prior to the team leader's departure on June 24, a debriefing was held with the Mission. It went very well, with the Mission complimenting the team on the "unique process" they had put in place and that the institutional structure developed was the "best approach." The team was also commended for its thoroughness during the initial interview

and site visit phase, "listening to lots of people before determining exactly what was needed."

The team leader and one of the team members spent the first two weeks of July finalizing the various sections for input into the Project Paper. The final version of the inputs was sent to the Mission on July 12, 1993. The Mission has accepted the input and is finalizing the project paper internally. There are no further activities pending in regard to this delivery order, with the exception of the completion of the evaluation cable and the final invoice. Both have been sent.

The total LOE for this assignment was originally 161 working days. Due to a number of reasons, the original LOE for the assignment was re-allocated to extend the field time of several of the team members. This re-allocation did not impact the ceiling price of this DO. The total LOE provided was 167 working days.

B1.8 Delivery Order No. 8: USAID/Bolivia: Mid-term Evaluation of the Industrial Transition (INTRA) Project

This activity was marketed and generated by Socimer, a Chemonics Consortium member. A scope of work was received through PRE/EM from the Mission on January 26, 1993. The objective of the activity is to conduct a mid-term evaluation of the INTRA project, by assessing its progress towards the overall project goal of promoting Bolivia's economic growth through a more rational and efficient allocation of resources.

A proposal to conduct the assignment was prepared by Socimer and submitted to the Mission on February 2, 1993. The PIO/T was received on March 29, 1993. A DO number (No. 8) was assigned to this activity, and Chemonics was requested to prepare a DO proposal on May 12, 1993; it was submitted on May 13, 1993. The delivery order was not successfully negotiated, primarily due to differing interpretations of how to cost third-country national individuals. The Mission decided to postpone the activity until September 1993, primarily because national elections were scheduled for early June 1993.

During August, renewed conversations were held with the Mission to discuss the activity and possible team members. On August 20, 1993, a revised proposal was submitted to USAID/Bolivia for their consideration. The Mission is currently discussing the activity with the Government. At this point, it is anticipated that this activity will commence in January 1994.

B1.9 Delivery Order No. 9: USAID/Cape Verde: Assessment of the Organizational and Development Needs of the Private Sector in Cape Verde

The effective dates of this delivery order are June 14, 1993 through September 30, 1993. The objective of the delivery order is to provide a two-person team to conduct an assessment of the needs, potentials, and limitations for the development of the private sector in Cape Verde, with special emphasis on the organization and development of the formal sector. Based on the outcome of this assessment, the team will prepare recommendations and subsequent steps, including an action plan of specific options which will serve as a guide to the USAID Mission as they determine how best to support private sector development in Cape Verde.

Carana marketed and generated this DO and is managing its implementation. The team, consisting of two senior sectoral development specialists, began work June 17, 1993, reviewing documentation and preparing a detailed work plan. The team traveled to Cape Verde June 22, 1993 and worked in country through July 20, 1993. The team conducted a total of 63 structured interviews in Praia and the commercial center of Mindelo. They interviewed business owners and public sector officials in order to determine the needs, potential, and limitations of private sector development, with special emphasis given to the organization and development of the formal sector. Studies prepared by AID, the World Bank, the UNDP, and the Government of Cape Verde, among others, were reviewed and contents analyzed.

The impact of recent government reforms were assessed with regard to the macroeconomic, political, and social context. The strengths and weaknesses of existing private sector organizations were evaluated, and recommendations to enhance private sector development through business organizations and government support programs were developed. Financial and credit needs through existing and anticipated financial structures were identified. Other resources and support needs were determined, such as special programs and projects, training, infrastructure development, and foreign direct investment. As a final activity, the team developed an action plan for USAID and a strategy for private sector development.

A draft version of the final report was presented to the Mission on July 19 and initial comments were received prior to the teams departure on July 20. Comments and final data were compiled into a second version of the report, which was e-mailed to the Mission on July 28, 1993. To date, Carana has not received any comments on this draft. As a result of this delay, a no-cost thirty day extension of the estimated completion date of the delivery order is being requested.

The team leader was asked to conduct an informal survey of selected members of the Cape Verdean expatriate community located in the north east corridor of the United States to

solicit their opinion regarding private sector development in Cape Verde, and to measure their potential interest as a source of direct investment in the country. This survey was conducted during the month of August and the findings will be incorporated into the final report. The total LOE scheduled to be provided is 66 working days.

B1.10 Delivery Order No. 10: USAID/Indonesia: Mid-term Evaluation of the Financial Markets Project

The effective dates of this delivery order are June 11, 1993 through August 27, 1993. The objective of this DO is to conduct a mid-term evaluation of USAID/Indonesia's Financial Markets Project, providing the Mission and the Government of Indonesia with both a detailed assessment of project implementation and progress achieved to date, as well as an evaluation of the overall impact of the project on the development of Indonesia's financial markets and state-owned enterprise privatization/restructuring program. This evaluation will provide the Mission with recommendations for future project activities.

A five-person (three expatriate, two local) team was provided to conduct this assignment, consisting of a team leader/senior financial markets specialist, a senior financial markets specialist, a senior privatization specialist, a local financial market researcher, and a local training evaluation specialist. Two members of the expatriate team began work on June 11, 1993, conducting the informational interviews in Washington with the World Bank, the PRE Bureau, the International Development Management Center (IDMC), and the Financial Markets Project (FMP) contract personnel. The objective of these interviews was to gather viewpoints on developments in Indonesia's financial markets and project activities.

The expatriate team began work in Jakarta on June 18. Following an initial working meeting with USAID/Indonesia, the expatriate team developed an evaluation work plan, and began conducting interviews and data gathering. A slight delay occurred in the project's implementation because the individuals originally identified to serve as the two local hire specialists were not available when the team leader arrived in Jakarta. The team leader actively recruited for the two slots, and two excellent replacement candidates were identified, interviewed by the Mission and the Government, and subsequently hired. The full team was working together as of approximately June 30, 1993.

The team conducted extensive and varied interviews and gathered data for the evaluation. Many meetings were held to discuss the management and outputs of the project to date, the primary problems areas identified by the evaluation team. The extent and sensitivity of these issues did delay the writing of the report. As a result, only a first, rough draft of the report was ready for presentation to USAID on July 20. It was refined and re-submitted during a final briefing to USAID on July 23, but still in rough form. The team departed on July 24, 1993.

The Mission decided to distribute the document for comments to appropriate Government agencies on July 26. These comments were received during the first week of August indicating that although the evaluation report had produced many valuable and insightful recommendations, its quality was uneven, was too long and poorly organized, and required additional information in certain sections. The team was requested to produce a concise and readable final document. Extensive revisions to the document were made by the respective team members and a Chemonics' editor; a second version was sent to the Mission on August 20, 1993. Final comments on the second version of the evaluation report were received September 2, 1993. Again, while many of the basic project recommendations made by the evaluation team were deemed sound and in some cases already being pursued by the Mission, the report was still deemed to be of poor quality in certain sections, in particular the training evaluation section. Given this situation, Chemonics decided to take the extraordinary step of sending a home-office person to Jakarta to gather the missing data and to complete the report to ensure that it met Chemonics' professional standards and the Mission's needs.

The Chemonics staff member traveled to Indonesia on September 17, arriving September 19, and is scheduled to work through October 1 to complete the work. Prior to the staff member's departure, the completed report will be turned over to the Mission.

As the above indicates, there have been several problems in the execution of this delivery order. One problem involved the hiring of the local consultants. The hiring of both individuals was complicated by the fact that both the Mission and the Government of Indonesia, in addition to the team leader, wanted to interview the final candidates for both slots prior to hiring them. While every effort was made to have qualified individuals available for interviewing at the time of arrival of the team leader, including using a local consulting company to do the initial recruitment and screening of possible candidates, this did not happen. As a result, the team leader used his personal contacts in Indonesia, and some of his LOE to identify, recruit and hire the two local specialists. Chemonics is examining other mechanisms whereby qualified local consultants can be recruited and hired without causing such problems.

A second problem involves the final report. This evaluation is an important and sensitive one for both the Mission and the Government of Indonesia. The project has had several outstanding successes; it also has had several problems which require immediate attention. Gaining concurrence on how the problems should be addressed, and ensuring all stakeholders were at least in some form of agreement regarding the findings and recommendations, took more time than originally contemplated. It would also appear that the team leader, while effective in seeking solutions to problems, was not as effective in organizing the team's work and adhering to deadlines. As a result, an incomplete and poorly organized draft document was left with the Mission at the time of the team's departure. Instead of opting to correct some of the report's deficiencies prior to its release for comments, the Mission distributed the draft report for comments to the FMP contractor's and

government counterpart agencies. In retrospect, this was a mistake, since many of the evaluation's sound recommendations and findings were overlooked due to the report's unorganized, unedited, and incomplete form. As a result, the compilation of the final report has been a very time-consuming, sensitive process, requiring extraordinary efforts.

Due to the added work required to complete this assignment, a no-cost thirty-day extension of the estimated completion date of the delivery order was requested and approved by USAID/Indonesia. The new estimated completion date is September 27, 1993. The final report should be completed by October 8, 1993. The total LOE scheduled to be provided is 150 working days.

As a final note, Chemonics and the participating subcontractors will be examining this delivery order carefully to derive lessons learned in order to avoid similar problems in the future.

B1.11 Delivery Order No. 11: USAID/Jordan: Tourism Marketing Study

The effective dates of this delivery order are July 22, 1993 through September 6, 1993. Due to the delay in receipt of Mission comments, the estimated completion date was extended thirty days to October 6, 1993.

The objective of this delivery order is to provide one specialist, a senior trade and investment promotion specialist, to prepare a tourism marketing feasibility study for USAID/Jordan. The specialist will analyze Jordan's tourism resource attraction potential; international tourism market and competitive position; current tourism marketing practices; and current institutional arrangements. The specialist will be working directly with the USAID Project Paper team members and other designated officials.

Following a pre-departure orientation, the specialist traveled to the field on July 24 to conduct the assignment. An initial working meeting was held with USAID/Jordan upon the specialist's arrival in country. Interviews with key players in the public and private sector tourism industry were conducted during the first working week (July 25-29). The second working week (July 31-August 10) was spent in conducting field visits to selected sites to continue data gathering. The third working week (August 11-15) was spent in completing information meetings and in the preparation of a marketing strategy and implementation plan. The draft document was submitted to the Mission for review and comments on August 16, and a formal debriefing was held August 17. The specialist returned to the U.S. on August 18, 1993.

Initial feedback indicates that the Mission is extremely pleased with the report and its contents, and the performance of the specialist. The specialist finalized the draft report and submitted it to Chemonics on August 28, 1993. An informal debriefing on the project was also held with Chemonics' management team on that date.

In view that Mission comments had not been received as of September 3, 1993, a no-cost, thirty-day extension was requested from the Mission; it was approved September 6, 1993. Mission comments were received on September 13, 1993. They consisted primarily in the request for an executive summary to the report; the Mission had no problem with the content of the report. The executive summary will be prepared by the specialist upon his return from another assignment on September 20, 1993. The final report will be officially distributed prior to October 6, 1993.

There were no problems, special steps or delays in regard to the activities of this delivery order. Due to a collaborative effort of the Mission, the PRE Bureau, the Contracting Office, and Chemonics, it was possible to field the specialist exactly two weeks to the day after the PIO/T was received in Contracts/Washington. The total LOE scheduled to be provided is 28 working days.

B2. Active Inquiries

B2.1 USAID/Honduras: Training Program for the Central Bank (Inquiry No. 12)

A brief scope of work was received from PRE/EM on January 25, 1993. USAID/Honduras required the services of a qualified training specialist to assist the Central Bank of Honduras and the Superintendency of Banks and Insurance in developing a comprehensive training program for all levels of staff as part of a career development program. Representative CVs from the consortium were submitted to the Mission on January 29, 1993.

On April 19, 1993, the Mission informed PRE/EM that it was still interested in developing this activity and a revised scope of work was being finalized. On June 1, 1993, Chemonics discussed the activity with USAID/Honduras, at which time the Mission indicated it was seeking a three person team to assist the Central Bank of Honduras in revising/updating its human resource development strategy and program. A draft scope of work was received from the Mission on June 3, 1993, and a proposal was prepared and submitted on June 10, 1993. On June 11, 1993, the Mission informed Chemonics that it was very interested in proceeding with the activity and requested assistance in refining the scope of work for preparation of the PIO/T. A draft outline for the PIO/T was submitted to the Mission on June 18, 1993. The PIO/T was submitted to AID/Washington prior to the July 30, 1993 cut-off date. The Mission informed Chemonics on August 16, 1993 that Contracts would not be able to negotiate the contract until after October 1, 1993. The team was so advised; no further actions have been taken.

B2.2 USAID/Bolivia: Mid-term Evaluation of USAID/Bolivia's Investment and Export Promotion Project (Inquiry No. 21)

On May 11, 1993, the Mission transmitted to Chemonics a scope of work for the subject activity. The objective of the activity is to provide a two-person team to conduct an evaluation of the Mission's Investment and Export Promotion Project, and to determine the effectiveness of the Mission's export-investment promotion strategy, three years into the project. The evaluation will shed light on how this strategy compares to those of other countries in the region. The evaluation will also analyze the strengths and weaknesses of the project and will develop recommendations as appropriate.

An initial proposal was submitted to the Mission on May 14, 1993. On May 20, 1993, the Mission informed Chemonics that it had decided to postpone the activity until after the national elections, scheduled for early June 1993.

On August 13, 1993, Chemonics was requested by the Mission to re-confirm its original candidates. This was done, although some candidates had specific time limitations. On September 2, 1993, the Mission called to indicate their preference for one of Chemonics candidates, and suggested a start date of October 1, 1993. Unfortunately, the preferred candidate is not available for the assignment. Alternative candidates are currently being suggested.

B2.3 USAID/Jordan: Draft Project Paper for the Support for Export Enterprise Development (SEED) Project (Inquiry No. 27)

An initial inquiry was received June 18, 1993 from the Private Sector Office in USAID/Jordan. The objective of the proposed activity would be to provide two specialists to assist the Mission in the preparation of a PP for the SEED project. A detailed proposal was submitted to the Mission on June 30, 1993. On July 13, 1993 Chemonics was informed by the Mission that while they were very pleased with the proposed team, the activity was on hold due to problems with funding. As of September 15, 1993, the funding issue has not been resolved.

B2.4 USAID/Kenya: Evaluation of the Equity Capital Component of the Trust for Enterprise Development (Inquiry No. 28)

A scope of work for the activity was received from the PRE Bureau on July 21, 1993. The objective of the activity is to provide a two-person team to conduct an independent evaluation of the Equity Capital Component being implemented through the "Kenya Trust for Enterprise Development." In particular, the evaluation should review project effectiveness, impact and provide lessons that will assist in the design of a new project. The purpose of the evaluation is to provide USAID/Kenya with an independent assessment of the progress made so far in meeting the objectives of the project, in particular

setting up and funding the respective institutions under the Trust. In addition the evaluation will assist USAID/Kenya in determining its future funding of equity capital in Kenya.

A proposal was submitted to the Mission on July 26, 1993. On July 28, 1993, the Chemonics Consortium was informed that its proposal had been accepted, and that the PIO/T was in process. On August 17, 1993, AID/Washington Contracts requested a delivery order proposal from Chemonics; it was submitted August 20, 1993. As of September 15, 1993, Chemonics had not been asked to negotiate this delivery order.

B2.5 USAID/Cape Verde: Assessment of the Organizational and Development Needs of the Informal and Small-scale Private Sector in Cape Verde (Inquiry No. 30)

The Mission was very pleased with the performance of the Carana-provided team under Delivery Order No. 9. As a result, they requested Carana to submit candidates to conduct a companion assignment—an assessment of the organizational and development needs of the informal and small-scale private sector. A PIO/T was submitted to AID/Washington prior to the July 30, 1993 cut-off date. However, Contracts informed Chemonics that it would not be able to address this PIO/T until after October 1, 1993. As a result, it is likely that Carana will be contracted directly to do this work, although this decision is still to be confirmed.

B2.6 USAID/Tanzania: Technical Assistance to the Bank of Tanzania in area of Regulatory Policy and the Private Insurance Industry (Inquiry No. 31)

The activity was generated by Chemonics. The Mission requested Chemonics on August 26, 1993 to submit a proposal to provide medium term (4-6 months) technical assistance in drafting legislation to legalizing private insurance companies and to establish a regulatory framework within which the legislation can be effectively and prudently implemented. A proposal was submitted September 13, 1993. To date, no decision has been made.

B3. Dropped Inquiries

The following inquiries were dropped during this reporting period.

B3.1 USAID/Nepal: Provision of Short-term Assistance in Privatization (Inquiry No. 9)

The Mission was considering using the Consortium to provide assistance in the implementation of their privatization program. The Mission decided to use the PRE Bureau's Privatization IQC to receive the required services.

B3.2 USAID/Nepal: Provision of Assistance in Establishing an Off-shore Banking Facility (Inquiry No. 10)

This inquiry concerned the possibility of providing short-term assistance to explore the development of off-shore banking facilities in Nepal. The activity was dropped due to lack of follow-on on the part of the Mission.

B3.3 USAID/South Africa: Design of a Component of the Black Private Enterprise Development (BPED) Project (Inquiry No. 14)

A proposal to provide a team to design a new component of the BPED Project was submitted to the Mission during the previous reporting period. Chemonics was informed on March 30, 1993 that another contractor was selected to provide the services.

B3.4 REDSO/WCA: Development of SOW for a Training Program for Investment Officers in the African Development Bank (Inquiry No. 16)

On March 18, 1993, an initial inquiry was received from REDSO/WCA to determine the Consortium's interest in providing one individual to develop the scope of work for a larger training project which would involve the training of investment officers in the Private Sector Unit of the African Development Bank. Representative CVs were transmitted to REDSO on April 2, 1993. Chemonics was informed unofficially on April 6, 1993 that REDSO had identified someone locally.

B3.5 USAID/Ukraine: Support to the SME Business Development Services Peace Corps Pilot Program (Inquiry No. 17)

On March 31, 1993, the PRE Bureau transmitted an inquiry from USAID/Ukraine whereby the Mission was considering using the PRE IQC to provide one individual to manage the pilot program effort of the Peace Corps. A proposal with representative CVs was transmitted to the Mission on April 6, 1993. In spite of repeated inquiries to the Mission, no further information has been received. This inquiry was therefore dropped for lack of response.

B3.6 USAID/Russia: Assistance in Site Selection for Enterprise Development Project (Inquiry No. 18)

An initial inquiry was received from the NIS Task Force on April 9, 1993; additional information was required prior to the preparation of a response. On April 19, 1993 contact was finally made with the Mission, at which time necessary details and clarifications were received. A Consortium proposal was prepared and submitted on April 26, 1993, although the Consortium expressed its interest in working on the larger project and indicated that it did not want to be precluded from bidding on it. Chemonics was informed by the Mission

on June 7, 1993 that the issues of conflict of interest was relevant; as a result, another contractor is providing the services.

B3.7 USAID/Nicaragua: Provision of an Organizational Development Specialist to Redesign the Trade and Investment Component of the PSS Project (Inquiry No. 19)

A scope of work was received on April 15, 1993 requesting the services of an organizational development specialist to assist the Mission in redesigning the trade and investment component of the PSS Project, one of the recommendations of the assessment previously conducted by the Consortium under Delivery Order No. 2. A proposal was sent to the Mission on April 20, 1993. Chemonics was subsequently informed that the Mission had decided to conduct the activity with in-house staff.

B3.8 Asia Bureau: Study to Assess Impact of Technology Development and Commercialization Projects in the Asia Bureau (Inquiry No. 23)

On May 12, 1993, a scope of work was received from the Asia Bureau requesting submission of a proposal to conduct a study on the development impact of a number of the Bureau's projects in the area of technology development and technology commercialization. A proposal was prepared and submitted on May 20, 1993. On July 2, 1993, Chemonics was informed that another contractor was selected to conduct the activity.

B3.9 NIS Task Force: Provision of Two Advisors to the Ministry of Economy in Georgia and Armenia (Inquiry No. 24)

On May 21, 1993, an initial inquiry was received from the NIS Task Force to determine the Consortium's interest in identifying and fielding two individuals to serve respectively as advisors to the Ministers of Economy in Georgia and Armenia. The Task Force had identified possible candidates for the position but was looking for the appropriate contracting mechanism. Although initially there was a lot of interest in using the PRE IQC, the Task Force opted to use the Personal Service Contract (PSC) mechanism for both advisor positions.

B3.10 USAID/Sri Lanka: Strategic Program Assessment of USAID/Sri Lanka's Private Sector Activities (Inquiry No. 25)

A scope of work was received from the Mission on June 2, 1993, requesting the provision of two expatriate and one local specialist to conduct: 1) an assessment of the impact to date of the Mission's private sector activities; 2) an analysis of the successes and failures of the Mission's private sector activities; and 3) recommendations for the Mission's future private sector development activities. A proposal was prepared and submitted on June

10, 1993. On June 30, 1993, Chemonics was informed that another contractor was selected to conduct the activity.

B3.11 USAID/The Gambia: Assistance to the Banking Supervision Department of the Central Bank of The Gambia (Inquiry No. 29)

A scope of work for this assignment was received from the PRE Bureau on July 26, 1993. On July 28, 1993, the Chemonics Consortium submitted its proposal to conduct this activity. On August 13, 1993, the Consortium was informed that one of its candidates was selected to conduct the activity, and that the activity was scheduled to commence in October. On September 13, 1993, the selected candidate indicated that he was no longer available to conduct the assignment. Although alternative candidates were submitted, the Mission decided to go with the second choice candidate, to be provided by another Contractor.

C. Activities Planned for Next Quarter

During the next quarter, the following activities are planned:

C1. Delivery Order Execution

It is anticipated that a new delivery order will be negotiated shortly (Kenya) and negotiations for DOs in Honduras and Bolivia should begin after October 1, 1993. Activities in regard to DOs No. 5 (El Salvador), No. 9 (Cape Verde), No. 10 (Indonesia), and No. 11 (Jordan) should be completed during the next reporting period. Activities in regard to DO No. 4 (Zambia) will be continuing.

C2. New Delivery Orders

It is anticipated that work on new DOs in Kenya, Honduras and possibly Jordan will be commencing during the next quarter. It is hoped that the Consortium will be successful in generating additional work through the proposals still pending as of the end of this reporting period and through marketing activities to be conducted.

C3. Marketing

Chemonics will prepare a summary report of activities carried out to date which will serve as a marketing tool for the PRE Bureau, demonstrating the diversity of activities that can be addressed through this IQC. Other marketing efforts will be carried out in order to generate additional requests for services in FY 94.

C4. Consortium Meeting

A quarterly meeting with the Consortium members is scheduled for late October 1993.

D. Program or Budgetary Deviations

At present, there are no program deviations to report. Although eleven DOs have been assigned, ten DOs have actually been implemented or are in the process of being implemented during this reporting period. There are no budgetary deviations to report. A quarterly financial report is submitted as Annex B.

E. Quarterly Inquiry Report

A Quarterly Inquiry Report is submitted as Annex A.

QUARTERLY INQUIRY REPORT

No.	Date of Inquiry	Originating AID Office	Subject of Inquiry	Outcome
<i>Quarter No. 1 (September 15–December 14, 1992)</i>				
1	November 5, 1992	Greg Huger NIS Task Force Washington, D.C.	Looking for individual to prepare strategy paper and draft investment support facility design.	Resumes submitted; NIS Task Force identified own candidate.
2	November 16, 1992	Tom Olson Near East Bureau Washington, D.C.	Provide SOW for team to conduct Cotton Textile Subsector Liberalization/Privatization Study	Response submitted 11/30/92 to Tom Olson. Chemonics informed selected 12/8/92. DO No. 3 negotiated 3/12/93. Team fielded 3/26 through 6/24/93.
<i>Quarter No. 2 (December 15, 1992–March 14, 1993)</i>				
3	December 21, 1992	Michael Kaiser Deputy Director Private Enterprise Office USAID/Kingston	Provide team to conduct mid-term Evaluation of Export Development and Investment Program	Proposal submitted 12/24/92. Mission informed Chemonics 1/9/93 that Consortium was selected. DO No. 1 negotiated 2/19/93. Team fielded 3/1 – 4/1/93. Final report submitted and distributed 5/20/93.
4	December 22, 1993	Randy Yamada Technical Resources Group Asia Bureau	Provide CVs of possible candidates to conduct training needs assessment in the telecommunications industry in S.E. Asia.	Proposal submitted 12/31/92. Chemonics informed 3/10/93 that other contractor selected due to cost considerations.
5	January 8, 1993	Jannete de Salamanca Private Sector Office USAID/El Salvador	Provide proposal to conduct mid-term evaluation of Microenterprise Development Project.	Proposal submitted 1/20/93. Clarifications presented 1/27/93. Chemonics informed selected 3/29/93. DO No. 5 negotiated and effective 5/12/93. Phase conducted 5/24–7/31/93. Phase II conducted 8/9–9/10/93.
6	January 8, 1993	Sally Everett Privatization Officer USAID/Nicaragua	Provide team to conduct assessment of Private Sector Support Project.	Representative CVs sent 1/14/93. SOW received 1/20/93. Chemonics selected 1/20/93. DO No. 2 effective 2/16/93. Team fielded 2/19 to 3/13/93. Final Report submitted and distributed 4/19/93.
7	January 13, 1993	David McCloud PID Office USAID/Malawi	Provide team to conduct evaluation of IESC Grant Activity.	Proposal submitted 1/19/93. Chemonics informed that its candidates not selected 2/12/93.

QUARTERLY INQUIRY REPORT

No.	Date of Inquiry	Originating AID Office	Subject of Inquiry	Outcome
8	January 20, 1993	Allen Fleming Agricultural Enterprise Officer USAID/Burundi	Provide team to design PID/PAIP for Burundi Agricultural Enterprise Support Project/Program.	SOW received 3/5/93. Proposal submitted 3/16/93. Chemonics informed selected 3/23/93. DO No. 6 negotiated and effective 4/16/93. Team fielded 4/21-5/24/93. Draft PID/PAIP submitted 6/4/93.
9	January 21, 1993	Neil P. Cohen Economist USAID/Kathmandu	Interest in Consortium providing technical assistance in area of privatization.	Letter outlining capability sent to Mission on 1/28/93. Unofficially know that Privatization Project providing services.
10	January 21, 1993	Neil P. Cohen Economist USAID/Kathmandu	Provide short-term assistance to assess feasibility of developing off-shore banking facilities in Nepal.	Detailed proposal sent 2/2/93. No further word Mission; activity dropped.
11	January 22, 1993	Betty Wilkinson Project Manager Zambia Privatization Support Project, USAID/Zambia	Initial inquiry re. Consortium capability in privatization. Requested to propose team to provide short-term technical assistance to Zambia Privatization Agency.	Initial information sent 1/22/93. SOW received 2/12/93. Proposal submitted 2/24/93. Mission informed Chemonics of its selection on 3/5/93. DO No. 4 negotiated and effective 5/14/93. Team fielded 4/26/93. Pending negotiation of DO amendment to 12/30/93.
12	January 25, 1993	Guillermo Bolanos Private Sector Office USAID/Honduras	Provide training specialists to design and conduct Central Bank Training Program.	Representative CVs sent 1/29/93. Mission re-drafted scope of work, now requesting three HRD specialists. Proposal submitted 6/10/93. Mission selected Chemonics and sent PIO/T; pending negotiation after 10/1/93.
13	January 26, 1993	Julio Patino USAID/Bolivia	Provide SOCIMER team to conduct mid-term evaluation of the Industrial Transition Project.	Proposal submitted to Mission on 2/2/93. PIO/T in 3/29/93. DO proposal requested 5/12/93; submitted 5/13/93. DO No. 8 not negotiated due to FDR issue. Revised proposal with new team members submitted 8/20/93. Pending comments from Mission.
14	February 10, 1993	Paul Neifert USAID/South Africa	Provide team to design new component of Black Private Enterprise Development Project (BPED).	Proposal submitted 2/18/93. Chemonics informed 3/30/93 that it's team not selected.

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QUARTERLY INQUIRY REPORT

No.	Date of Inquiry	Originating AID Office	Subject of Inquiry	Outcome
<i>Quarter No. 3 (March 15, 1993–June 14, 1993)</i>				
15	March 17, 1993	Michael Hufiman Private Enterprise Office USAID/Jakarta	Provide team to conduct mid-term evaluation of the Financial Markets Project.	Proposal submitted 3/29/93. Chemonics selected 4/8/93. PIO/T in and DO No. 10 negotiated 6/11/93. Team fielded 6/11–7/24/93. Final
16	March 18, 1993	Jennifer Notkin Project Development Office REDSO/WCA	Provide individual to conduct training need assessment for Private Sector Office of African Development Bank.	Proposal submitted, following clarifications 4/2/93. Informed 4/6/93 that local candidate selected.
17	March 31, 1993	Amy Nolan–Osborne Program Officer USAID/Ukraine	Provide individual to direct Peace Corp Pilot Business Information Service.	Proposal submitted 4/6/93. In spite of several inquiry faxes, no further information. Activity dropped.
18	April 9, 1993	Jean Hacken NIS Task Force	Provide 2–4 individuals to conduct site selection for new project–enterprise development–in Russia.	Following clarifications, proposal submitted 4/26/93. Due to contract conflict possibility, other company selected.
19	April 14, 1993	Todd Amani USAID/Nicaragua	Provide Organizational Development Spec. to assist in developing revised trade and investment component.	Proposal sent 4/20/93. Informed 5/19/93 that activity will be conducted in–house.
20	April 22, 1993	Susan Fine/Jim Dunn USAID/Uganda	Provide 5 person design team for Investment in Developing Export Agriculture (IDEA) Project.	Chemonics submitted proposal at Mission request in late March 1993. Informed selected and that PRE IQC would be used April 22, 1993. DO No. 7 negotiated and effective 5/13/93. Team fielded 5/16/93–6/24/93.
21	May 10, 1993	Julio Patino Trade and Investment Office USAID/Bolivia	Provide team to conduct mid-term evaluation of USAID/Bolivia Investment and Export Promotion Project.	Representative CVs submitted 5/14/93. Activity delayed due to elections until 9/93. Alternative candidates submitted; decision pending.
22	May 10, 1993	Jose Goncalves Agriculture Enterprise Officer USAID/Cape Verde	Conduct private sector assessment in Cape Verde.	Carana generated activity during April 1993. PIO/T in 5/17/93. DO No. 9 negotiated 6/14/93. Team fielded 6/21/93.

QUARTERLY INQUIRY REPORT

No.	Date of Inquiry	Originating AID Office	Subject of Inquiry	Outcome
23	May 12, 1993	Thomas Johnson ASIA/DR TR AID/Washington	Study to assess impact of technology development and commercialization projects in the Asia Bureau.	Carana – led proposal submitted May 20, 1993. Another firm selected.
24	May 21, 1993	Ben Severan NIS Task Force	Provide advisors to Ministers of Economy in Georgia and Armenia.	Task Force decided to contract directly with individuals (PS contracts) for both advisor positions.
25	May 28, 1993	Jon Lindborg Office of Private Sector Dev. USAID/Sri Lanka	Conduct assessment of Mission's private sector development program.	Proposal submitted 6/10/93. Informed 6/30/93 that another firm selected.
<i>Quarter No. 4 (June 15, 1993–September 14, 1993)</i>				
26	June 15, 1993	Alonzo Fulgham Private Sector Office USAID/Jordan	Provide one person to conduct cultural tourism marketing feasibility study.	Initial proposal submitted in late 1992. Mission decided to use PRE IQC 7/1/93. DO No. 11 negotiated 7/22/93 and team fielded 7/24/93.
27	June 18, 1993	Don Reese Private Sector Office USAID/Jordan	Provide two person team to assist in preparation of PP for the Support for Export Enterprise Development (SEED) Project.	Initial proposal submitted 6/30/93. Informed 7/13/93 that funding for activity on hold. Activity on hold pending release of funding.
28	July 21, 1993	Abu Khasiana Private Enterprise Dev. Office USAID/Kenya	Provide two person team to conduct evaluation of Equity Capital Component of Kenya Trust for Enterprise Development.	Proposal submitted 7/26/93. Chemonics informed selected 7/28/93. DO proposal submitted 8/20/93; pending negotiation with Contracts.
29	July 26, 1993	Cathy Lienhart Project Advisor USAID/The Gambia	Provide one person to assist the Banking Supervision Department of the Central Bank of The Gambia	Initial proposal submitted 7/28/93. Mission informed Chemonics 8/13/93 Consortium candidate selected. Pending negotiation with Contracts. Potential problem with availability of candidate.

QUARTERLY INQUIRY REPORT

No.	Date of Inquiry	Originating AID Office	Subject of Inquiry	Outcome
30	July 28, 1993	Teresa Vandergriff Desk Officer Office of Sahel and West African Affairs, AID/Wash.	Provide individual to conduct assessment of the organization and development needs of the informal and small-scale private sector.	Carana generated activity based on previous work. PIO/T in Contracts, but activity may be implemented independently due to time constraints.
31	August 26, 1993	Patrick Fleuret Project Development Officer USAID/Tanzania	Provide one expert to assist the Bank of Tanzania in the development of their capacity to exam and monitor insurance companies.	Chemonics generated activity. Proposal submitted 9/13/93. Pending decision.

QUARTLEY FINANCIAL REPORT – As of September 30, 1993

Contract No.: PCE-001-00-2051-00

Contractor's Name: Chemonics International Consulting Division

Indefinite Quantity Contract (IQC) For World Wide Technical Assistance in Private Enterprise : PRE IQC

Contract Period: 9/14/93 – 9/14/95

Maximum Order Value: \$5,000,000

Delivery Order No.	Negotiated Ceiling Price	Modified Ceiling Price	Actual Expended	Balance +(-)	Effective Date	Est. Comp. Date	Mod. Comp. Date	Actual Comp. Date	Est. LOE	Mod. LOE	Actual LOE	Balance In Days +(-)
1 Jamaica EDIP Evaluation	\$111,473.03		\$105,817.00	\$5,656.03	2\19\93	4\30\93	5\18\93	5\28\93	119		112	7.00
2. Nicaragua Private Sector	\$59,328.20		\$58,472.74	\$855.46	2\16\93	3\31\93	4\12\93	4\21\93	57	58.5	58.5	-1.50
3. Egypt Cotton	\$418,032.00	\$421,232.00	\$421,228.00	\$4.00	3\12\93	7\30\93		7\30\93	663	697.5	697.5	-34.50
4. Zambia Privatization	\$426,313.00	\$595,252.00		\$595,252.00	4\14\93	9\17\93	12\31\93		398	559		
5. El Salvador Micro. Dev.	\$107,396.00			\$107,396.00	5\12\93	9\10\93	11\18\93		113			
6. Burundi Ag. Enterprise	\$104,674.00		\$92,144.00	\$12,530.00	4\16\93	6\28\93		6\29\93	120		89	33.00
7. Uganda IDEA	\$184,845.00		\$184,470.00	\$375.00	5\13\93	7\31\93		7\12\93	161	167	167	-6.00
8. Bolivia Industrial Proj.	Not Negotiated											
9. Cape Verde Priv. Sector	\$59,211.00			\$59,211.00	6\14\93	9\30\93	10\30\93		66			
10. Indonesia Financial	\$129,979.00			\$129,979.00	6\11\93	8\27\93	9\27\93		103			
11. Jordan Tourism Market	\$29,482.00			\$29,482.00	8\1\93	9\6\93	10\6\93	9\28\93	28		24.25	3.75
13. Kenya Equity Capital	\$67,000.00			\$67,000.00	9\23\93	12\10\93			68			
Totals	\$1,697,733.23	\$1,016,484.00	\$862,131.74	\$1,007,740.49					1896		1148.25	1.75

* Actual expenditures and LOE area calculated only upon completion of final invoice.