

**DEEPENING URBAN REAL
ESTATE REFORM**

WORKPLAN

Prepared for



Housing Sector Reform Project II, Russian Federation
Project 110-0008
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EXECUTIVE SUMMARY

Following is the Workplan for the “Deepening Urban Real Estate Reform Task Order” pursuant to Contract No. EPE-009-Q-00-5120-00, Task Order No. 3, between the Urban Institute and the United States Agency for International Development. The Work Plan is for the period from October 12, 1996 until the estimated completion date of August 26, 1998.

The Workplan describes the purposes of the “Deepening Urban Real Estate Reform Project,” (DURER) a project for the maturation, extension, and conversion of earlier USAID sponsored assistance projects into projects controlled and directed by Russia real estate professionals. The project concentrates on the specific areas of enterprise land, land use and zoning, real estate information and registration systems, real estate taxation, and real estate finance. The Workplan does not address the St. Petersburg Real Estate Information Systems (REIS) Project; information on this task order component will be submitted to USAID separately. The DURER Project’s approach is to concentrate on professional education, information dissemination, and fostering the growth of professional associations and networks.

This Workplan delineates a strategy for the project, the specific tasks to be accomplished, a calendar and schedule of the level of required effort, and sets of evaluation milestones and performance indicators by which to verify the project’s progress and tangible results.

DEEPENING URBAN REAL ESTATE REFORM

WORKPLAN

INTRODUCTION

The purpose of this workplan is to outline the Urban Institute's updated strategy, specific programs, and calendar for the attainment of the objectives listed in the statement of work included in the Delivery Order, effective September 12, 1996, between USAID and the Urban Institute (UI). The project's term extends to August 26, 1998.

The Urban Institute is implementing the program with the Russian non-profit firm, "The Institute for Urban Economics" (IUE), which also is the principal subcontractor for all housing finance work under the Housing Sector Reform Project. All Russian staff will be employees of the IUE. By lodging the project firmly in a Russian organization, we seek to maximize the possibility of successful institutionalization.

This workplan covers the entire work period. Experience, however, makes clear the difficulty of forecasting project development nearly two years ahead. Consequently, UI plans to prepare revisions to this document a year from now, including a new set of "milestones" from the end of the first twelve months to the end of the project.

PURPOSE OF THE PROJECT

The program will develop the professional capacities of Russian professionals and organizations engaged in real estate activities through a three-pronged approach of:

- Developing professional education and training;
- Disseminating information regarding reform; and
- Fostering the growth of professional networks.

Well-informed and properly trained real estate professionals will have the skills, the information and the motivation necessary to introduce and implement effective changes in Russia's urban real estate markets. All of the program elements will be targeted to the appropriate audiences of professionals with the assistance of trade associations and other public and private sector groups. The emphasis will be on providing practical, "how-to" guidance and encouraging the development of professional networks within the Russian real estate sector.

OBJECTIVES OF THE PROJECT

The five specific issue-areas addressed by the Deepening Reform project include:

- Acquisition of land by privatized enterprises and resale of surplus enterprise land
- Land use and zoning
- Real estate information and registrations systems
- Property taxation and local policy legislation and regulation

- Real estate finance (including commercial mortgages and lending for new construction)

To address these issues effectively, the DURER project will use a variety of out-reach and communication strategies, including, but not limited to, professional education courses, professional handbooks, articles for professional newsletters and bulletins, the trade press and academic journals; and seminar and conference presentations. All of these elements will be targeted to appropriate professional audiences with the assistance of Russian partner organizations. Such partners will include trade associations, professional associations, and governmental groups. The emphasis, throughout all programs, will be on providing practical, “how-to” guidance and encouraging the development of networks of professionals within the overall real estate sector.

“Deepening Reform” will build upon the achievements of preceding USAID assistance programs in Russia—those that have ended, that are in the process of close-out, or that are on-going during the term of the DURER project.

PROJECT STRATEGY

The strategy of the DURER Project is to define the demand for USAID sponsored programs in terms of the specific needs of Russian partner associations at this stage of the reform process. Concurrently, the DURER Project will gather, inventory, and assess the training materials of past and current USAID real estate sector projects and will match their resources to the demand, utilizing indigenous professional associations, trade organizations, and other groups as the delivery vehicles for the training. In the event that training materials are lacking or require revision, the Deepening Project will utilize experts from partner USAID contractors, assisted by its own experts, to fill the gaps and either modify or write the required materials. The Project will also conduct quality control reviews of the training materials and sessions and will provide required training for trainers to deliver the programs. Such training may run the gamut from the teaching of specific subject matter to utilizing effective presentation methodologies for adult, professional education.

Concomitant to the conduct of training, the Project will seek to extend the reach and encourage the maturation of USAID assisted reform programs through the construction of information and relationship-based networks, publication of the reform activities of Russian partner groups, and distribution of training materials as broadly as possible. From the outset, the Project will construct and maintain a cadre/resource database of individuals and organizations involved in its partner contractors’ projects. This database will be the resource for implementing the Project’s training, as well as its networking, Speakers Bureau, publication, and distribution programs. At the end of the project, the database will be turned over to Russian partner associations to serve as a working resource for sustaining their training programs.

The specific issue-areas of the DURER Project are listed below, along with assessments of the status of training by the projects of preceding and on-going USAID contractor programs.



The goal of the DURER project will be to maximize, deepen and expand their achievements throughout Russia.

■ **Acquisition of land by privatized enterprises and resale of surplus enterprise land.** Chemonics International's "Enterprise Land Sales (ELS)" Project was closed out 1 November 1996. DURER attended their close-out conference and has secured their training resources and a contact database of their personnel and participants. The materials delivered include the ELS Handbook (the core resource in ELS seminars), various supplemental handouts, and resource lists of individual presenters and organizations active in the project. The training materials are available in hard copy and on diskette, in most instances, in both English and Russian. At the request of USAID and GKI, the DURER project participated in an additional ELS seminar on November 14, 1996 and is planning new presentation of the seminar in January (possibly in Khabarovsk and a second city in the Russian Far East). ELS materials have been inventoried and secured in the DURER project office.

■ **Land use and zoning.** The close-out for Bancroft Group's "Modern Land Use System Regulation Project" (Zoning), originally scheduled for December, 1996, has now been extended to February, 1997. After that date, PADCO, as a subcontractor to the Urban Institute, will have responsibility for the project. The DURER project has secured exemplar material from the St. Petersburg Zoning Conference, composed of case studies in implementing zoning in five Russian cities. No formal training materials have been developed to date, although PADCO is planning to develop them as part of their roll-out project. Consequently, the Deepening Project is awaiting the completion of PADCO's Work Plan. Upon its receipt, the Project will assess their planned training materials and recommend a plan to USAID to insure their effective implementation in coordination with the DURER project. We have not received a list of contact information regarding the zoning project's organizers and presenters, although we were able to compile a list on the basis of the contents of the conference program.

■ **Real estate information and registrations systems.** To date, the Deepening Project has seen no training materials generated by other USAID contractors to support the implementation of the real estate information and registration systems projects. Consequently, the role of the Deepening Project will be to work with PADCO and the Russian Privatization Center to develop the required materials and to facilitate publication and extension of the project on as broad a basis as possible. The Real Estate Information Systems (REIS)" Project is centered in St. Petersburg. Rendering the REIS equipment operational and managing the equipment service contracts will be handled through the Urban Institute's Washington, DC office, not as a part of the DURER project.

■ **Property taxation and local policy legislation and regulation.** DURER has met with the directors of CFED's "Real Estate Assessment and Taxation" Project." Currently, they have not developed training materials to support implementation of their project, but they are preparing several workshops. DURER needs USAID help in obtaining a clear picture of the number and content of the workshops being developed. We will develop a plan to work with CFED to develop any required materials; in the near term, we will promote the project through presentations and the project's Speakers Bureau.

■ **Real estate finance.** The Barents Group's "Commercial Real Estate Mortgage" Project closed out at the end of September 1996. Training materials from the program have been secured and will be integrated into the Commercial Real Estate Lending Project of the Institute for Urban Economics. Although a formal assessment of the Barents training materials has not been done, preliminary inventory indicates that, although they did deliver successful courses, the residual materials from the courses are incomplete and require editing, amplification, and integration into the materials produced by the Urban Institute. We have also requested a list of all former seminar participants and institutions from Barents, including contact information. Pending receipt and analysis of the final project report by Barents, the DURER project will develop a plan to insure the further progress of their work, in conjunction with the training programs of the Institute for Urban Economics.

In order to achieve cost economies, management of the DURER project was designed to interlock with that of the Institute for Urban Economics' "Commercial Real Estate Lending" Project. The draft workplan for the IUE's project has been submitted to USAID; the final plan, as approved, will be integrated into the final workplan of the Deepening Project. In the interim, we are responding to association requests for presentations on topics related to real estate lending. Presentations are already being scheduled for December and February.

At this point, we are proceeding to produce new materials on training, guidebooks, and articles and notices in order to meet our scheduled dates for delivery.

In accordance with the Project Task Order, the DURER project was to meet with USAID to receive all of the training materials submitted at USAID's request and to be transferred by AID to the Deepening Project. We have met with USAID, and with the exception of materials gathered in parallel by our project, USAID has received no other training materials from its partner contractors. The Deepening Project has independently gather all contractor training materials that we believe exist and is currently in the process of inventorying them, assessing them, and including them in the project's Information Services Center. We will present an inventory and assessment report, along with our recommendations, to USAID as soon as we have had a chance to review the pending workplans of the partner contractors.

The foregoing provides an inventory of the "supply" of resources from past USAID-supported real estate projects. The critical question, at this point, is "what is the demand for information on the various aspects of real estate reform?" Obviously, demand must be carefully assessed before any substantial commitments are made for expanding the supply of information. The next paragraphs describe our plans for assessing demand.

Specific Russian associations with whom partnerships will be sought are listed in the Table 1 below. The given organizations represent those with whom the Urban Institute and its related entities already have relationships. It should be noted that most of these organizations have chapters or collective member affiliates throughout the regions of Russia. Partnerships will be sought with other organizations and their affiliates, since the DURER project will seek to work with as broad a spectrum of real estate related associations as possible. Final choice of partners will be determined by judgment of the response to and results of this DURER Work Plan.

Table 1
Russian Partner Organizations and Associations (Existing and Potential Partnerships)

Sector	Scope	Base	Organization / Association
Public	All-Russian	Moscow	Land Section, Union of Russian Cities
Private	All-Russian	Moscow	Russian Guild of Realtors
Private	All-Russian	Moscow	Russian Society of Appraisers
Private	All-Russian	Moscow	Russian Association of Commercial Banks
Private	All-Russian	St. Petersburg	Union of Russian Architects
Private	All-Russian	Moscow	League of Industrialists and Entrepreneurs
Private	All-Russian	Moscow	Russian Association of Mortgage Banks
Private	All-Russian	Moscow	Association of Privatized and Private Enterprises
Private	All-Russian	Moscow	Fund for Support of Economic Reform (ELS successor association)
Private	Regional	Moscow	Moscow Association of Independent Appraisers
Private	Regional	St. Petersburg	St. Petersburg Association of Real Estate Brokers
Private	Regional	Samara	Polvolzhie Guild of Realtors
Private	Regional	Ekaterinburg	Urals Guild of Realtors

Table 2 is the Assessment Worksheet to be utilized in determining the specific needs and demand for USAID programs in the real estate sector. The worksheet will be completed and, backed by notes, will be utilized to implement a partnership with the subject association to deliver them a customized package of training services (training handbooks, seminars, speaker presentations, or training for trainers). Some of the topics listed in the table are beyond the scope of the DURER project; they are included, however, for the purpose of forwarding the information for the benefit of partner organizations in assessing and fulfilling the needs of their own constituents.

In the case of Russian banks, a specialized, but similar worksheet will be utilized to reflect their special assistance needs. (This worksheet is found in Table 3). Other project worksheets will be used to document as nearly as possible the types and scale of real estate lending in which each bank is involved.

Table 3 is a specialized variation of the Needs/Demand Assessment Form, individualized to the Banking community. It will be utilized in the "Commercial Real Estate Finance" segment of the DURER project.

Special Russian organizations with whom the "Deepening Reform" Project will cooperate and seek to support in their endeavor to sustain reform include: the Institute for Law Based

UI Interviewer

Topics of Interest	Areas of Interest and Priorities					Total
	A	B	C	D	E	
Commercial real estate lending (general topics)						
Qualification of real estate borrowers						
Analysis of income producing properties						
The initial interview with the borrower and the loan application						
Interactive cash flow models						
Requesting and reviewing appraisals						
Appraisal policies for banks						
Legal considerations in financing real estate						

<i>*Types of assistance</i>	<i>*Scale for judgment of priorities</i>
<i>A = courses (2-3 days)</i>	<i>5 = highest priority</i>
<i>B = seminars (1 day)</i>	<i>4 = very useful now</i>
<i>C = presentations/speakers</i>	<i>3 = useful in general</i>
<i>D = articles, bulletins</i>	<i>2 = useful, but less important than other topics</i>
<i>E = handbooks</i>	<i>1 = of little immediate use</i>

Most significant problems:

Economy (ILBE), and the Russian Privatization Center (RPC), along with their regional affiliates and counterparts.

In each instance in working with Russian trade association partners, the Project will coordinate the programs by first matching them with the training work of on-going USAID projects. If the need fits the Deepening Workplan, but cannot be matched to the services of an on-going project, the DURER project will fulfill it utilizing the training materials and cadre of former USAID contractor projects, or, if such staff is not available, other consultants. Special care will be taken to utilize existing Russian experts (from ILBE, the RPC, or the Institute for

Urban Economy) wherever possible. Only in instances where no existing or modifiable training materials are available, will the Project step in to produce them. All such work shall be with the express, prior consent of USAID.

SPECIFIC TASKS TO BE ACCOMPLISHED

The specific tasks required to accomplish the above strategic objectives are listed below. The planned outcomes and calendar benchmarks by which results can be measured follow in Section V of this Work Plan.

Task 1: Professional Education and Training

The creation of a cadre of real estate professionals in both the private and public sectors is critical to the development of functioning land markets in Russia. Such individuals will require an in-depth understanding of the principles and practice of the specialized disciplines with the real estate field in order to insure the pace of integrity and pace of current reforms. Accordingly, professional training is an essential element making the innovations of the pilot projects stand up in practice. The Contractor will, therefore, develop professional training programs that are specifically targeted to the real estate community. The program consists of three components: Curricula development, professional education courses, and the training of trainers for these and future courses.

The goal of training programs will not only be to enhance the professionalism of real estate practitioners, but also to provide training, where possible, as a significant member benefit and revenue generator for each sponsoring association. The goal is to have quality professional training that is fee-based in order to underwrite the sustainability of associations of professionals in the banking sector. The transition from subsidized to fee-based, self-sustaining training programs will be made at the earliest practicable date for each association acting as a training sponsor.

The format for training delivery will be varied according to the length of available time, the nature of the training materials, and pedagogical objectives:

- Training for less than one-half day, utilizing a single speaker, without formal training materials will be designated as a “Presentation.” Such presentations will be made on topical subject matter and at the request of a Russian constituent organization.
- “Seminars” will be defined as training sessions lasting from six hours to two days, in which the full and normal spectrum of training materials will be utilized and certificates of attendance will be given.
- The “Course” format represents a multiple-day version of a seminar, utilizing full audiovisual and presentation materials, along with instructors’ and participants’ handbooks, and, possibly, an examination at the end of the course. Certificates of Completion will be given to those who pass the examination.



In each training format, every attempt will be made to produce a complete contact directory for all participants for the purpose of network building and the marketing of future training offerings. All audio-visual materials will be well designed and functional for adult education, but will be designed to utilize presentation equipment that is readily available throughout the country.

■ **Curricula development.** As the first stage to provision of professional training to Russian real estate professionals, the DURER project will develop a curricula for professional seminars and training of trainers, as well as handbooks for professionals working in various aspects of the real estate market. The materials will include practical, self-contained guidelines instructing professionals on how to implement various modern business practices and governmental procedures involving real estate. Special care will be taken to avoid duplication of existing materials developed during USAID assisted pilot projects, but instead to integrate them and broaden their usage. Only in truly exceptional cases, at USAID's direction, will completely new courses be developed. As noted above, we now plan to assess our inventoried supply of training materials to assess their efficacy, recommend required required followup work, and plan its practical achievement.

■ **Professional educational courses.** In conjunction with Russian partner associations, the Project will offer at least ten professional education courses per year on specific issue-areas for real estate professionals. Courses offered in the pilot cities of former USAID assistance programs will be designed to take advantage of the "real world" examples at hand. Accordingly, such courses will provide a general overview of the issue, examine the issue in the actual context of the pilot city, and, where possible will include site visits to illustrate concepts through concrete examples. Partner organizations will be used, wherever possible, to provide logistical and marketing support, whereas the project will provide instructors and curricula. Municipal officials serving as instructors will be financially compensated for their work.

Two of the project's preeminent goals are to achieve programmatic sustainability and maximal impact throughout the Russian Federation. To create sustainable programs, participants will pay a course enrollment fee, but such fees will be held to moderate levels by subsidizing the cost of speakers from the project's budget.

Training materials will be periodically updated, based upon field experience. All training materials acquired and developed will be deposited into the Urban Institute's unified "Information Services Center." There, they will be inventoried, copied, and distributed to interested organizations and individuals and will serve as the resource base for subsequent training to be conducted after the completion of the project. ELS materials and seminars will be an integral part of this process.

■ **Training of trainers.** A key component to the sustainability of the real estate reform to underwrite the maturation of existing Russian trainers and the development of new ones. This will entail the training of potential trainers on the staff of partner associations, pilot projects and key sector organizations such as the Institute of Urban Economics (IUE), the Institute for

a Law-Based Economy (ILBE), and the Russian Privatization Center (RPC). The Project will design a Training Workshop and supporting instructional materials, not only to generate project-trained trainers, but also to assist them and other sponsoring organizations to expand their internal capacity to develop their own trainers. Potential trainers will be recruited from active professionals in both the public and private sectors. The project will screen potential seminar speakers to insure the quality of their presentations. Every effort will be made to utilize Russian professionals already involved in USAID pilot projects and the staff of key sector organizations. The emphasis in training trainers shall be not only on the substance to be taught, but also on effective methods for training adult professionals and on individual presentation skills.

Task 2: Dissemination of Information

Dissemination of information is vital not only to the functioning of a market-driven real estate economy, but it is especially important for the expansion and maturation of the cluster of reform projects previously sponsored by USAID. To insure a broadly based and maximally effective dissemination of information, the DURER project will:

- **Prepare, publish, and distribute professional handbooks.** To solidify the foundation for the development of Russian real estate professionals, the Project will prepare handbooks for implementing market-driven practice in up to seven fields. The manuals will be written as “how-to” guides, with detailed, in-depth descriptions of the steps necessary to professionally implement the relevant task.

- **Implement a publications program.** In order to stimulate involvement of individual professionals in the program, the Project will produce and place for publication approximately fifty short articles or notices per year in trade association newsletters and bulletins. Furthermore, the Project will also produce twenty in-depth articles per year suitable for publication in the trade press and/or academic journals. The O’Brien article in the Bulletin of the Association of Russian Commercial Banks is a good example.

To insure maximal exposure for informative articles on real estate reform to a wider and politically influential audience, the Project will identify publications with a high readership among Duma members and senior governmental administrators, at the State, Subject of Federation, and local governmental levels and will seek publication of the aforementioned articles and notices in the appropriate media venues.

Where possible and apropos, the Project will cite the training or written materials upon which these articles are based and will provide instructions on how they can be obtained. If they cannot be obtained directly from the author or association, the UI’s Information Services Center will be prepared to respond for requests for cited materials.

- **Conduct seminar and conference presentations.** In order to directly communicate reform concepts to professional audiences and to stimulate demand for more in-depth courses on the same topics, the Project will supply speakers on topics related to urban real estate reform to a wide range of trade or professional associations and other interested groups. Handbooks and other project materials will be distributed at these presentations, as will lists of



speakers and topics to be provided by the project's Speakers Bureau. To insure the quality of the presentations, the Project will screen them before their initial offering and will continuously monitor their quality on a spot-check basis. The sessions during the screening process will provide a good chance for effective, one-on-one training for trainers, thereby reinforcing another core objective of the project.

■ **Establish depositories for real estate reform materials.** To assure the widest dissemination and availability of all USAID real estate reform materials, the Project will maintain at the Urban Institute's "Information Services Center" (ISC), a central library/archive of all relevant materials, including, but not limited to, brochures, guidelines, course materials, videos (either treating aids or advertisements), substantive reports and significant presentations. These materials will be secured from various USAID contractors following USAID's notification to each contractor to provide these materials to the Project.

The Information Services Center will be open to the professional public for use. It will be possible for users to photocopy materials at a fee sufficient to cover the costs of duplication. The ISC will, furthermore, respond to reasonable requests for materials, in most cases charging fees to covers duplications costs. An "easy access" system will be developed to encourage outsiders to use the facility.

To insure the impact of USAID assistance throughout Russia, potential sites for regional depositories will be identified. On the basis of potentially sustainable use and the presence of a critical mass of users, the DURER project will recommend to USAID the location of at least two sites. Pending USAID approval, the copies of all relevant materials will be provided to the selected depositories.

Finally, the Project will use all available opportunities to advertise the existence of the central and regional centers, their capabilities, and the basis on which they can be used.

Task 3: Fostering the Development of Professional Networks

The Project will build professional networks among Russians involved in real estate by working in partnership with, and encouraging partnerships among, the numerous Russian professional and trade associations. The Project will also promote network building by serving as a clearinghouse for the dissemination of information and experts. Throughout its work, the Project will encourage the exchange of information, the establishment of business contacts, and the development of professionalism within the Russian real estate sector.

To build networks, the Project will actively propose that partner organizations offer courses and seminars in the regional centers of the Federation and otherwise expand the regional aspects of their activities. In each possible instance, linkages between regionally-based organizations and their national counterparts will be encouraged, as well as the development of inter-regional networks. Since the provision of significant, identifiable member benefits is a key factor in the sustainability of member-based associations, associations with regional affiliates and regionally-based memberships will be encouraged to deliver member services on a local level. In recognition of the critical nature of registration for land privatization

and the development of mortgage lending, the Project will give priority to property and mortgage registration training activities, wherever possible.

The DURER project will foster the development of professional real estate networks through the following specific methods:

- **Collaborating with Russian partner organizations to enhance their training programs.** By implementing partnerships for their delivery of training materials developed by USAID contractors, the Project will assist the associations in providing more training courses and will assist them through the publication of substantive, well written articles. Where necessary, the Project will work with partner associations to improve the marketing of their courses, as well as improving the form and layout of their publications.

- **Speakers bureau.** Implement a speakers' bureau in the field of municipal real estate reform by identifying Russian experts in target issue-areas, helping them identify topics upon which they could speak, and inventorying and promoting a roster of speakers and their related fields for presentation. Trade associations and other professional groups will be able to use the Project's bureau as a source for speakers for seminars, conferences and other events addressing the issues of real estate reform. Prior to the end of the project, the Speakers Bureau will be handed over to a suitable partner organization in order to assure its sustained functioning.

USAID has requested the project to support the Eastern European Real Property Foundation (EERPF)'s work to develop private sector trade associations for real estate brokers, appraisers, and property managers. This represents a special case in the DURER workplan. We are awaiting a response from USAID regarding how we should work with the Foundation. In the meantime, the Project has requested that the Foundation to send its training materials, and has informally gathered the majority of what training materials they had available. As soon as we receive the EERPF's pending workplan, we shall proceed to assist them where possible and to insure the integration of their programs into the work of the Deepening Reform Project.

Task 4: Incorporating Resources from Pilot and Projects

Throughout its work, the DURER Project will take full advantage of materials previously developed by pilot USAID projects, will draw on the pool of experts developed by the pilot projects to execute discrete tasks, and will work closely with on-going USAID projects in the area of real estate reform. The goal of the DURER project will be to enhance the maturation of foregoing and on-going projects and to avoid duplication in every instance possible.

The terms of specific measures, the Project will:

- **Produce guidelines and training materials.** Full use will be made of existing guidelines and training materials. Such materials will be modified only to the extent required by the particular uses of the project. In making modifications or producing new materials in instances where no materials from other projects exist, the Project will draw upon with staff of prior projects to the extent that it is feasible and appropriate in order to take advantage of



existing expertise. Where development of new materials is contemplated, the Project will obtain concurrence from USAID and then will consult with the respective contractor in order to coordinate the work to the maximum degree possible.

- **Offer training courses.** In offering training courses, the DURER project will closely coordinate with on-going USAID support contractors who are offering courses related to, or working on, related topics. Care will be taken to avoid oversupply, competition, and conflict among trade associations partnering with the various “USAID related contractors.

- **Participate in seminars and other presentations.** The role of the DURER Project will be to coordinate, where appropriate, the speaking engagements of each of the on-going USAID projects. To the maximum extent feasible and subject to the availability of other projects’ staff, the Project will draw upon teams working on the pilot projects and roll-outs, subject to making these presentations. It is understood that USAID will direct all relevant contractors conducting pilot and roll-out projects to keep the DURER Project informed concerning their presentation plans. The working format of the DURER project shall be to field requests and opportunities for conducting seminars to existing contractors wherever possible and to assist them in the coordination of such seminars or presentations with Russian partners. In the event that the subject of the needed seminar is addressed by a foregoing, but now closed-out USAID project, the DURER staff will organize the presentation or seminar, utilizing the Russian experts of the closed-out project and supplementing them where necessary to offer the seminar or presentation. Finally, the DURER project will screen the presentations of other contractors in order to be aware of their content and to insure their quality. In the instance of on-going projects, it will be critical for USAID to keep the Deepening Refrom project informed about their programs and status.

Task 5: Completing the Real Estate Information System Network in St. Petersburg

As agreed with USAID, contracts for implementation of the Real Estate Information System Network will be handled through offices of the Urban Institute in Washington, DC and will not be directed by the “Deepening Urban Real Estate Reform” Project in Moscow. Consequently, tasks related to the implementation of St. Petersburg’s Real Estate Information System (REIS), insuring that all necessary system elements are installed and operation, the orderly transfer of communications contracts initiated by Arthur Anderson, and monitoring the performance and delivery of equipment by city service providers, will be administered by the Urban Institute and its subcontractor, PADCO. A detailed description of the activiites to be undertaken initially under this task are contained in Annex A of this workplan.

MILESTONES FOR EVALUATION OF PROGRESS

In accordance with the Task Order, the DURER Project will provide weekly status reports to USAID updating activities and progress, monthly status reports concerning the budget and level of effort, quarterly financial reports, and a final report at the end of the project.

The following calendar of targeted delivery dates provides benchmarks for judging the tangible achievement of the objectives of the Deepening Urban Real Estate Reform Project.

1996 October

- Set-up DURER Project office and operational systems; hire a secretary/typist; review Task Order and Budget in order to prepare the project Work Plan
- Attend the close-out session of the Chemonics Enterprise Land Sales Project in order to secure their training materials and assess speakers and staff for participation in our project
- Attend the CFED Property Taxation seminar in Novgorod in order to secure training materials and assess the program's speakers and staff for participation in the DURER project
- Monthly budget and LOE report

November

- Meet with Barents staff to secure training materials and bank guidelines and to elicit their recommendations for continuation of their programs
- Deliver Barents training materials to the UI Information Services Center, evaluate them in terms of their integration into other USAID programs related to mortgage finance, and choose topics for development into a unitary construction/commercial lending seminar that can also be developed as modular, mini-seminars.
- Meet with the UI Regional Group for Real Estate Sector Reform to get an overview of their training programs, materials, and calendar and to identify organizations in the region in order to determine their potential for sponsoring future seminars and providing speakers for the Speakers Bureau
- Receive and review the final report of the Barents pilot program; integrate relevant recommendations into the Urban Institute's revised work plan
- Design a master database program for use by the DURER project to contain contact information for all individual and organizations related to the DURER project; design bi-lingual, on demand reports that are useable by individual AID program of origin, city, speakers, and professional specialties and organizations

1996 November

- Meet with the Russian Guild of Realtors, the Russian Society of Appraisers, and the St. Petersburg Association of Real Estate Brokers to assess their existing training plans and their readiness and respective capabilities as sponsoring associations for DURER related projects



- Commission consultant (Kevin O'Brien) to prepare a series of six articles on commercial real estate lending to be published in trade publications (as a part of the Deepening Task Order)
- Pending definition of liaison responsibilities, assign a suitable staff member to serve as the active link between the EERPF and the Russian Guild of Realtors and Russian Society of Appraisers
- Monthly budget and LOE report
- Deliver Work Plan for the Deepening Reform Project to USAID (45 days after beginning work)

December

- Deliver inventory and assessment of existing contractor training materials to USAID along with recommendations and plan for their utilization and statement of their impact on the DURER project
- Build a database of existing resources of Russian trainers, based on the resources of USAID partner contractors' projects
- Build a database of lending institutions and contacts based on the Barents and UI Commercial Real Estate Lending Projects
- Build a database of speakers, presentation topics, and evaluations for use in the Speakers Bureau (based on recommendations of USAID component programs in the DURER project)
- Interview potential partner associations to solicit their interest and demand for DURER programs
- Interview leading participants in antecedent USAID contractor programs to gain their commitment to writing articles for DURER publication and participation as Bureau speakers
- Identify partner organizations with whom to offer training courses and establish a schedule of courses to be offered through September , 1997

1996 December

- Issue the first draft of the list of offerings in the Speakers Bureau
- Establish the primary Archive/library for the project, the "Information Services Center" in Moscow (three months after beginning of work)

- Deliver first training course, seminar, or presentation (moved from 30 to 60 days after beginning work)
- Monthly budget and LOE report
- Quarterly financial report (end of month)

1997 January

- Conduct Enterprise Land Sales (ELS) seminars in the Russian Far East in partnership with GKI and local sponsor organizations
- Publish the first in the series of six articles regarding commercial real estate lending (O'Brien articles), pursuant to the Deepening Task Order
- Design the Trainers Training Workshop and material; review it with existing trainers from the key sector organizations to gain their assessment and recommendations
- Review presentations of at least six bureau speakers, either in the field or in the DURER conference room
- Publish the first in the series of six articles regarding commercial real estate lending (the O'Brien articles), pursuant to the Deepening Task Order
- Publish at least three articles advertising the existence of the AID/UI Information Services Center, profiling its capabilities and inviting its use
- Complete and publish "The Process for Banks to Order and Evaluate Real Estate Appraisals" (in conjunction with the Institute for Urban Economics)
- Monthly budget and LOE report
- Deliver Commitments of participation (evidenced by informal letters of stated commitment) from no less than ten organizations and associations (moved to four, rather than three, months after beginning of work)
- Publication of the first of 50 informational articles for trade association publications and first of at least 20 in-depth articles in trade publications (within four months of beginning work)

1997 January

- Provision of the first of 10 seminar and/or conference presentations (within four months of beginning work)

February



- Conduct second seminar under DURER organization on a topic to be named
- Continue publication of articles regarding commercial real estate lending (O'Brien articles)
- Teach the first combined construction/mortgage finance seminar, utilizing existing trainers
- Deliver to USAID in the project's activity report, the project's reconciliation of the project's demand and supply analyses
- Have a second Russian professional on-line and working in the field
- Finalize the listing of offerings in the Speakers Bureau and publish a catalog of available speakers and topics
- Monthly budget and LOE report

March

- Conduct third seminar under DURER organization on a topic yet to be named
- Schedule at least two presentations by speakers from the Speakers Bureau
- Publicize the Speakers Bureau by publishing at least six articles or notices describing its capability and availability
- Deliver curricula and training materials on no less than five aspects of the real estate market for training of trainers and professional organizations (six months after beginning work)
- Establish a functional "Speakers Bureau" to be operated by a local organization and which demonstrates collaboration among at least 10 Russian professional and trade associations in the exchange of real estate information and experts (six months after beginning work)
- Have equipment service contracts (accepted by the City of St. Petersburg) and required operational equipment, pursuant to the REIS project (six months after beginning work)

1997 March

- Monthly budget and LOE report
- Quarterly financial report (end of month)

April

- Teach the advanced workshop on Commercial Real Estate Lending (the fourth real estate seminar)
- Prepare a supplemental guideline on lending involving land (based on materials developed by Steve Butler and on discussions with banks)
- Develop an advanced workshop on loans involving land “Financing Urban Land”)
- Conduct survey of partner banks' commercial real estate ending activity; write an article on the findings
- Complete new guidelines and course materials for land lending
- Commitments from at least 10 banks to make collateralized loans
- Monthly budget and LOE report

May

- Conduct sixth seminar under DURER organization on a topic yet to be named
- Monthly budget and LOE report

June

- Conduct the advanced workshop on Construction Period Lending (the fifth seminar)
- By this date have conducted at least two modular mini-seminars on a requested aspect of real estate finance
- Monthly budget and LOE report
- Quarterly financial report (end of month)

July

- Conduct seventh seminar under DURER organization on a topic yet to be named

1997 July

- Assessment of the use and effectiveness of the mortgage lending package
- Recruit three, new Russian staff members for working with banks
- Monthly budget and LOE report



August

- Assess the effectiveness of all DURER seminars taught previously and, on the base of field experience, make necessary revisions
- Monthly budget and LOE report

September

- Teach “Advanced Workshop on Lending for Land” Seminar (the seventh seminar)
- Teach the combined Construction and Commercial Real Estate Lending Seminar
- Begin intensive training of new staff
- Complete Work Plan for the period of October 1997 through August 1998
- Monthly budget and LOE report
- Quarterly financial report (end of month)

October

- Establish the two secondary archive/library centers (twelve months after beginning of work)
- Monthly budget and LOE report

November

- Assess progress to date and the current environment in order to present a revised workplan to USAID
- Monthly budget and LOE report

1997 December

- Present USAID with a workplan for completion of the DURER project in the period of December, 1997 through August, 1998
- Monthly budget and LOE report
- Quarterly financial report (end of month)

1998 January-August

- Completion of the program according to the revised workplan for 1998.
- Monthly budget and LOE report
- Quarterly financial reports
- Final closeout report

REQUIRED LEVEL OF EFFORT

Table 4 illustrates the utilization of Russian and American professionals to implement the DURER Project. The hiring and development of Russian personnel is phased in relation to the progressive expansion of field work in the Task Order. At the maturation of the Project, four Russian professionals from the DURER Project will be trained and practiced in projecting the continued expansion of the projects work after the termination of USAID assistance, thereby assuring the sustainability of the project. It is important to note, that the participation and mobilization of local professionals and real estate related organizations and associations is a core component of the DURER task order.

Table 4 addresses the level of effort required in terms of individual staff requirements. Georgii Zadonskii will direct the project, assisted by an administrative assistant and secretary. Additional Russian staff will be added in the first quarter of 1997. Allen Decker will serve as Deputy Director the project and will assist in the overall management of the project. Specifically, he will work to assess and reconstruct existing training materials and to assist in the management of the various systems and presentations. During the first year, Raymond Struyk, as Chief of Party, will work closely with the Project Director. Bob Wiklund will provide staff and overall organizational support as Chief of Party in year two.

As explained earlier in this workplan, the Deepening Project will implement its programs on a phased basis. Following assessment of available training resources, demand assessment, and creation of the project database, (phase one); we will proceed to commissioning the writing and publication of articles (phase two); and then conduct of presentations, seminars, and speakers bureau work (phase three). An additional, full-time Russian staff member will be hired,

Table 4
Level of Effort by Type of Work/Budgeted Person Days (through August 1998)

Project Personnel	Total Days Budgeted
<i>Russian Staff Time</i>	
Zadonskii, Georgii I. (Project Director)	290



Sukhorukova, Tatiana (Administrative Assistant)	460
Secretary/typist.	460
Institutional Development Trainer (to be named)	460
ISC Librarian (Lena Yelagina)	460
Additional Russian person days (to budgeted as needed)	620
<i>Subtotal - Russian person days*</i>	<i>2,750*</i>
<hr/>	
<i>American Staff</i>	
Decker, Allen (Deputy Project Director)	240
Struyk, Ray (Chief of Party, Year 1)	20
Project Advisors (to be named)	700
Wiklund, Bob (Project Coordinator, Year 2)	60
<i>Subtotal - American person days</i>	<i>1,020</i>
<i>Total person days budgeted</i>	<i>3,770</i>

according to the project budget, in January, 1997. Addition of other Russian staff and use of consultants will be timed according to the flow of work.

Table 4, regarding the Project's overall level of effort, lists the number of additional Russian person-days budgeted as 620. The actual allocation of these person days will be determined during the implementation of the workplan and will depend upon the responses in demand for various DURER-directed, USAID programs. Table 5, below, lists estimated person-days required for the various project tasks.

PERFORMANCE INDICATORS/TANGIBLE RESULTS

The Task Order (Section V: "Deliverables/Benchmarks") lists tangible results, besides the submission of this workplan, that contractor is expected to meet or exceed. Table 6 on page

Table 5
Person-days Estimated for Specific DURER Activities

	Russian Staff		U.S. Staff
	First offering	Thereafter	
Seminar instruction (including travel)	2-4 days	2-3 days	

Writing articles and guidelines	2-3 days	2-3 days	2-3 days
Presentations	1-2 days	1-2 days	
Program reviews (and training trainers)	1-3 days	1-3 days	1-3 days

23 summarizes these, shows the date of accomplishment given in the task order, and where appropriate a revised date.

It is already evident that after inventorying training materials from antecedent USAID projects, assessment will show that most projects produced fewer training materials than anticipated. As a result, it will be necessary for the DURER project to reassess this work plan and to recommend a course of action necessary to achieve the objectives of our Task Order.

The revised dates are necessary because of the much slower start up of the project than anticipated when the task order was discussed with the Urban Institute prior to contract signing, the slower receipt of fewer training materials, the late finish of various other contractor projects upon which the DURER project is dependent, and the delay of Allen Decker's arrival in-country.



Table 6
Summary of Project Tangible Results Listed in Task Order

1. Deliver Work Plan for the Deepening Reform Project to USAID (45 days after beginning work)	Submitted 60 days after beginning work due to delayed arrival of Deputy Project Manager and to uncertainty about signature of contract.
2. Deliver Commitments of participation (evidenced by informal letters of stated commitment) from no less than ten organizations and associations (Three months after beginning of work)	Moved to four, rather than three, months after beginning of work
3. Curricula and training materials on no less than 5 aspects of the real estate market for training of trainers and professional organizations (Six months after beginning of work)	
4. Publication of the first of 50 informational articles for trade association publications and first of at least 20 in-depth articles in trade publications (Within four to twelve months after beginning work)	
5. Archive/library facilities established in Moscow and selected regions throughout the country (Primary facility 3 months after beginning of work; other facilities within 12 months)	
6. Speakers Bureau operated by a local organization and demonstrated collaboration among at least 10 Russian professional and trade associations in the exchange of real estate information and experts and the development of professionalism within the Russian real estate sector (Six months after beginning of work)	
7. Coordination of training courses, seminars, presentations, etc. that are consistent among all USAID supported contractors working in the real estate sector (Within 30 days of beginning of work and throughout life of project)	
8. (REIS Project not included in DURER Work Plan)	

ANNEX A

**COMPLETION OF ST. PETERSBURG
REAL ESTATE INFORMATION SYSTEM (REIS)**

TERMS OF REFERENCE

ANNEX A

COMPLETION OF ST. PETERSBURG REAL ESTATE INFORMATION SYSTEM (REIS)

TERMS OF REFERENCE

BACKGROUND

USAID/RPC commenced work in St. Petersburg on the development of an integrated Real Estate Information System (REIS) in August 1994. A memorandum of Agreement was signed with the City on November 3, 1994 and full scale work began on the development and implementation of REIS at that time. The aim of the REIS project is to provide public access to unified legal information about real estate properties.

The implementation of the REIS project in St. Petersburg has been the most ambitious REIS project undertaken by USAID/RPC. It involves five key agencies with various responsibilities for property recordation resulting in legal and institutional hurdles to successful REIS almost as great as technical hurdles. Despite these hurdles:

- The core REIS system was designed though never actually tested in a field situation (only simulation tests were possible due to the lack of physical installation);
- Core system equipment was partially delivered, though much is still in storage waiting for ultimate delivery;
- Two pilot rayons were identified (Primorsky and Kalininsky) and were partially equipped though; since the core system was never installed, pilot rayons systems were also never completed and are not operational; and
- Extensive training was provided on the core concepts and skills for maintenance and operation of the REIS system.

Delays in passage of key city legislation that would enable the REIS to operate and that would ensure data sharing between the agencies caused postponement of completion of the pilot system and its expansion roll-out rayons. Passage of such legislation has been a USAID/RPC condition precedent for release of equipment for an additional 10 rayons (to which the system would be expanded by the City). At the same time a number of key communication linkages remain to be established for the core systems operation.

On September 30, 1996, the USAID Omnibus I contract expired, and with it funding authority for support to St. Petersburg in development and implementation of the REIS.

The City committed to passage of the necessary legislation by September 15, 1996, though actual passage of the data sharing agreement occurred a bit later on September 28, 1996. Passage of some legislation, together with a specific commitment from the City to undertake certain responsibilities with respect to operationalization of the system, enabled USAID to authorize extension of the project. Actual authorization for release of equipment for roll-out rayons has never been given by USAID.

The objectives of this task under the DURER delivery order are to enable, in two phases, the effective finalization of the USAID/RPC supported REIS project in St. Petersburg by April 30, 1997 and to provide six months of technical services coordination to the City once the REIS becomes operational. Phase II, equipment for roll-out rayons may be provided upon the completion of Phase I, but the City is responsible for installing roll-out rayon equipment and setting up the systems.

GOALS AND OBJECTIVES

The goal of this task is to broaden and deepen institutional and legal changes in St. Petersburg's real property sector by ensuring the operationalizing of the City's REIS.

Specific objectives of the task order include:

- Task 1: Ascertain status of REIS completion as of handover and prepare scope of work and budget for completion;
- Task 2: Ensuring the completion of necessary system elements; and
- Task 3: Ensuring adequate on-call technical resources are available to the City REIS personnel.

SCOPE OF WORK

Task 1: Ascertain Status of REIS Completion as of Handover

The following sub-tasks were undertaken to determine the status of REIS implementation once the Omnibus I contract terminated:

- (1) Prepare data base of previous purchase order/contract status.
- (2) Review contract completion, termination and next steps of not yet completed missing contracts. (At least two contracts are listed as complete, but have been determined to require remaining contract actions.)
- (3) Determine the status of interface development (the City has undertaken responsibility for this task, but since it is critical for installation of pilot equipment, a review was necessary).
- (4) Determine the status of installation of Oracle software (this was an outstanding dispute that was not resolved).
- (5) Develop an inventory of stored Phase I equipment that was already procured and in storage. (At the time of handover, no complete inventory of stored equipment was available. This was assembled from the storage company.)



- Matrix equipment in USA, Netherlands, Finland (Initiate steps to ship equipment to Russia.)
 - Phase I equipment stored in St. Petersburg (Initiate steps to transfer equipment to PADCO and then transfer to City.)
- (6) Review status of communications lines (these were outstanding issues that were unresolved at the time of handover.)
- Fibre optics line
 - Lines to pilot rayons
- (7) Modify Use and Loan Agreement (an existing agreement had been prepared signed by the City, Arthur Andersen (AA), and RPC and approved by USAID, this agreement requires amendments to replace AA and to specify City responsibilities more clearly.)
- (8) Prepare estimates for procurement of roll-out rayons.

Task 2: Ensuring the Completion of Necessary System Elements

The City has the primary responsibility for completing necessary system elements set out in “the Plan for Completion of Outstanding REIS tasks,” document dated March 4, 1996. Items to be completed fall into four subtasks (which for the purposes of project implementation, have been divided into two phases).

■ Phase I, Subtask 1: Communications Linkages and Outstanding Russian Subcontracts.

(a) Kalininsky Rayon

In May, a REIS communication subcontractor, Peterstar, notified the City that there is no spare capacity to install the trunk lines connecting the Land Committee to the SMC, the BTI to the Land Committee, and the Property Committee to the Land Committee. The City’s representative was notified at that time of the problem and requested to identify existing lines at each location to be transferred to Peterstar to secure necessary communications connections.

Note: As of the date of preparation of this scope of work, the issue remains unresolved. Peterstar’s work has been suspended until the City is able to provide these lines.

City Actions: The City will accept responsibility for the installation and support of this communications link. The City will make available the necessary phone lines, allowing Peterstar to complete connections. Note, this Action was prepared by AA, the City has not yet accepted these formal obligations.

Contractor Actions: The contractor will:

- (1) Verify with Peterstar and SPTN and the City that phone lines have been made available in sufficient time to complete linkage by the specified date.
- (2) Conclude appropriate contracts for installation of the lines with Peterstar and SPTN.
- (3) Verify that the communications have been made and are functional.
- (4) Make final payment to Peterstar and SPTN against the Kalininsky Rayon.
- (5) Transfer service agreements on the lines to the City.

Notes about Peterstar Contract: No outstanding issues other than completion of the links.

(b) Fiber Optic Communications Link from the SMC to the Land Committee

According to Arthur Andersen, the fibre optics communications line from the Land Committee to the Systems Management Committee has been installed except for the final connection to SMC. Russian subcontractor, Metrocom Company, reports that they have completed this installation work under the subcontract as of May 24, 1996 except for the final connection to the SMC which requires City and Federal approvals.

Note: No certificate of acceptance is available to verify that the installation was completed as stated. AA terminated their contract with Metrocom. To date, the City has not obtained necessary approvals.

City Actions: The City will obtain all necessary permits and approvals required to enable the installation and required utilization of this line, or a viable alternative arrangement by November 1, 1996 [according to AA].¹

Note: the City has not accepted formal responsibility for this point as of yet.

Contractor Actions: Option A. The Contractor will:

- (1) Verify with Metrocom and the City that all approvals have been made in sufficient time to complete the linkage by the specified date.
- (2) Provide limited additional funding to Metrocom (to a maximum of \$1,000) for provision of drawings/specifications which may be required in support of the application for City/Federal approvals.

¹ The amendment to the Equipment Use and Loan Agreement will specify that obtaining these approvals are City responsibilities.



- (3) Verify that the connections have been made and are functional.
- (4) Pay Metrocom outstanding amounts not already paid in its contract for completion of the line to SMC.
- (5) Pay Metrocom for one year's subscription fee for the fibre optics line.

As an alternative, the City has agreed that a dial-up line might be provide in lieu of the fibre optics line if Federal approvals are not forthcoming. In this case, the Contractor will not pay outstanding amounts on the Metrocom contract and will notify USAID of the alternative design questions.

Contractor Actions: Option B. The Contractor will:

- (1) Subcontract local communications subcontractors to develop a non-fibre optics solution for the SMC-Land Committee connection.
- (2) If by the time the non-fibre optics line solution is prepared the City does not have necessary Federal approvals for the fibre optics connection, the Contractor will subcontract local communications providers (depending on design) for the line installation and service.
- (3) Verify the connection has been made and is functional.
- (4) Pay to the subcontractor.
- (5) Transfer the service agreement to the City.

(c) Communications Equipment

Communications equipment from CISCO is on order and will arrive in November/ December 1996. Russian contractor BCC has been paid to receive and test the equipment and communications connections at the Kalinsky and Primorsky rayons. BCC will install the communications equipment in the SMC, central agencies and two pilot rayons.

City Actions: The City will facilitate the timely installation of the equipment once arrived. Communications equipment can only be installed once phone lines are available.

Contractor Actions: The Contractor will:

- (1) Determine location and status of equipment.
- (2) Arrange with shippers to have equipment transferred to Russia.

- (3) Verify receipt of the equipment and store equipment until it can be installed.
- (4) Verify installation and testing of the equipment.
- (5) Transfer equipment to the City under amendment "Use and Loan Agreements".

(d) Communications Contracts Transfer

Per USAID and RPC instructions, all communications contracts were concluded initially by Arthur Andersen and are to be transferred to the City of St. Petersburg. These contracts must be transferred to the City or canceled by September 30, 1996. In July, 1996, the City declined to accept transfer of these agreements. Therefore all contracts have been canceled by AA pending agreement by the City to accept transfer of these agreements.

Note: The two communications subcontractors (Peterstar and SPTN) believe that their contracts are still valid.

City Actions: The City was supposed to accept transfer of these agreements effective originally September 30, 1996, but this did not happen. The City is prepared to accept the communication service agreements together with communication lines and relevant communications equipment once the equipment is installed.

Note: to avoid damage to the equipment, it may be transferred line by line.

Contractor Actions: Contractor will monitor performance of the City and service providers.

(E) All Other Russian Subcontracts and Service Agreements

Remaining existing outstanding, paid and unpaid Russian subcontracts and service agreements have been terminated by Arthur Andersen as of September 30, 1996. As appropriate these agreements must be renegotiated and/or transferred to the City at an appropriate time.

Note: This action was identified by AA. We are unaware of any other subcontracts other than the communications subcontracts that are subject to transfer.

City Actions: The City will accept the transfer of the remaining subcontracts and service agreements as they are specified as of this task order date.

Contractor Actions: The Contractor will:

- (1) Enable transfer contracts to the City.



- (2) Evaluate the schedule of outstanding sums due and payable to the subcontractors provided by Arthur Andersen.
- (3) Pay outstanding sums actually due and payable to subcontractors as appropriate.
- (4) Determine the approach for completion of these contracts and payment of disputed amounts.

■ **Phase I, Subtask 1A: Install Communications Equipment and Software.**

The original scope of work prepared by Arthur Andersen excluded two critical tasks needed for completion of the St. Petersburg REIS in the central agencies and pilot rayons: installation of communications equipment and installation and testing of operating systems and application software.

City Actions: The City will designate locations for installation of the equipment and software and provide access to those spaces to the Contractor in designated buildings. Accept installed system.

Contractor Actions: The Contractor will perform the following tasks:

- (1) Work with city to resolve communication address issues and install communications addresses at the locations identified by the city.
- (2) Prepare scope of work for subcontractor installation of operating system and application software installation and negotiate contract with original applications software developer.
- (3) Test City stored hardware to ensure that it is still operational and capable of being used for REIS (some of the pilot phase equipment has been in the City's possession, some in storage). All needs to be tested to ensure that it is still functional.
- (4) Subcontract with original application system software developer to install applications systems.
 - Install Oracle operating system software.
 - Install application software
- (5) Test installed operating system and application software to ensure that the pilot system is operational.
- (6) Obtain City Acceptance of installed software.

■ **Phase I, Subtask 2: Institutional and Systems Development.**

City Actions: The City will:

- (1) Ratify the SMC Charter by September 30, 1996.
- (2) Ratify the data sharing agreement between the participating agencies by September 30, 1996 [done].
- (3) Conclude an agreement on public access by December 31, 1996 [draft agreement prepared, but not concluded].
- (4) Develop interfaces between the committees and SMC by December 31, 1996 as follows:
 - Land Committee [not done]
 - BTI [not done]
 - Bureau of Registration [not done]
 - KUGI [done]
- (5) Ensure that data is inputted for the two pilot rayons once equipment is installed.

Note: The only formal obligation that the City has accepted on these points is that it will accomplish these tasks in three months after Phase I procurement is complete.

Contractor Actions: The Contractor will verify completion of the above tasks by the City.

■ **Phase II, Subtask 3: Equipment Release and Delivery.**

City Actions: The City will:

- (1) Identify 10 designated roll-out rayons and provide information to Contractor [done except as noted: the City specified one pilot rayon, Primorsky, as one of the ten roll-out rayons]. (Note: The Amendment to the Use and Loan Agreement will specify that the City is responsible for any changes in topology resulting from changes in location of City agencies since preparation of the Communications Survey conducted in early 1996.)
- (2) Provide contact information and agency layouts for rayons to Contractor. (Note: This subtask component is not done and no formal request was ever made to the City.)
- (3) Provide access for the Contractor's personnel and subcontractors during business hours at the agencies where equipment is to be installed.
- (4) Receive roll-out equipment in secure facility.
- (5) Sort equipment by rayon. (Note: As part of the specification, the City is supposed to sort the equipment before it delivers it to roll-out rayons.)
- (6) Deliver equipment to each rayon.



- (7) Install and test equipment in each rayon. (Note: It remains questionable whether the City can accomplish installation of communications equipment. Some training is necessary. We have requested a local supplier to provide estimates of the costs of this training.)
- (8) Install communications linkages in each rayon. (Note: Again, it is unlikely that the City can accomplish this task. It may be necessary to install the lines for the City and transfer them to the City.)
- (9) Test and make operational REIS in each rayon.

Contractor Actions: The Contractor will:

- (1) Verify delivery of equipment by shipper to City's secure location in St. Petersburg.
- (2) Verify City performance for each of above actions.

■ **Phase II, Subtask 4: Communications Procurement.**

City Actions:

- (1) Identify 10 designated roll-out rayons and provide information to Contractor [done except as noted: the City specified Primorsky as one of the roll-out rayons]. (Note: The Amendment to the Use and Loan Agreement will specify that the City is responsible for any changes in topology resulting from changes in location of City agencies since preparation of the Communications Survey conducted in early 1996.)
- (2) Provide contact information and agency layouts for rayons to Contractor. (Note: This subtask component is not done and no formal request was ever made to the City.)

Contractor Actions: The Contractor will:

- (1) Conduct a competitive bid or upon approval of USAID contract with Russian subcontractor BCC to procure and delivery communications equipment to roll-out rayons specified by the City.
- (2) Contract local communications providers for delivering communications lines in the rayons.

Task 3: Ensuring Adequate On-call Technical Resources Are Available to The City Reis Personnel

The Contractor will coordinate, for a six month period beginning after all equipment has been installed, tested and made operational, all on-call technical assistance to the City utilizing the existing network of Russian and expatriate technical advisors.

Note: According to Contract Transfer List supplied by AA, all existing hardware and software support and maintenance contracts have expired (with the exception of hard disks supplied by Compaq/BCC and UPS supplied by Fskars/ErimeX and APC) and have not been renewed.

Note: Contracts with existing network of Russian and independent expatriate (local) contractors and technical advisors who supported the St. Petersburg REIS implementation require perfection for specifications in this task.

The technical support level of effort will be provided according to the follow schedule:

- Sixty (60) days on-call service for service agreements support provided by local vendors and technical advisors for application, hardware, software and communication support as available;
- 15 days for general project management support; and
- 15 days reserved for technical support not provided by service agreements.



PLAN FOR COMPLETION OF OUTSTANDING REIS TASKS

1. In order to execute their obligation to ensure the completion of the Real Estate Information Systems Project, the Administration of the City of St. Petersburg (hereinafter referred to as the "Mayor's Office") will carry out the following tasks in one month after completion of Phase I procurement:

- 1.1. The Mayor's Office will ratify the SMC Charter that details the legal status, reporting requirements, staffing, financing and other conditions of SMC; (task is complete)
- 1.2. The Mayor's Office will ratify the Data Sharing Agreement between the participating agencies and agreement of Public Access Order; (task is complete)
- 1.3. The Mayor's Office will ensure that interfaces are developed between committees, rayons and the SMC, specifically:
 - 1.3.1. The Mayor's Office will ensure that the communications contractor, Metrocom, is allowed access to complete construction of the fibre optic connection between the Land Committee building and SMC location at Smolny;
 - 1.3.2. The Mayor's Office will ensure that sufficient free telephone lines existing in the Kalininsky Rayon, so that the communications contractors, St. Petersburg Telephone Network/BCC, are allowed to complete the pilot rayon's communications network;
 - 1.3.3. The Mayor's Office will ensure access for any other communications or REIS-related access for contractors in all remaining rayons or committee offices. This may include approvals and/or permits that allow the facilitation of all REIS-related communications linkages;
 - 1.3.4. The Mayor's Office will ensure that software facilities exist that will allow the sharing of information between agencies as specified in the agreements mentioned above;
 - 1.3.5. The correct functioning of communications facilities listed above must be demonstrated to the satisfaction of USAID/RPC or their designated representative;
 - 1.3.6. The Mayor's Office will accept the transfer of all existing communications subcontracts (with BCC, St. Petersburg Telephone Network, Peterstar, Metrocom) and accept responsibility for all charges not covered in the existing contracts. These may include long distance, on-going subscription, local volume or other charges.

- 1.4. The Mayor's Office will ensure that the existing two Compact PC's and associated peripheral equipment, originally destined for Kalininsky and Primorsky rayons but not at the SMC location, are transferred to Kalininsky and Primorsky;
 - 1.5. The Mayor's Office will demonstrate, to the satisfaction of USAID/RPC or their designated representative, the interfaces in the two pilot rayons, and the interface of these two rayons with the SMC, specifically:
 - 1.5.1. The Mayor's Office will provide a demonstration of the ability of the rayon Land Committee offices, rayon Property Committee offices, and the MBRR to obtain information from the rayon BTI's electronically via the communications facilities provided;
 - 1.5.2. The Mayor's Office will demonstrate the ability of appropriate agencies to obtain cadastral information from the Land Committee electronically, as necessary for the functioning of REIS;
 - 1.5.3. The Mayor's Office will demonstrate the possibility of third-party access to REIS information;
 - 1.6. The Mayor's Office will provide an official list of the ten remaining roll-out rayons including contact names, locations and phone numbers;
 - 1.7. The Mayor's Office will accept transfer of all hardware and software service contracts from UI/PADCO to the Mayor's Office [formerly this was Arthur Andersen];
 - 1.8. Upon receipt of all equipment, the Mayor's Office will sign all related equipment acceptance documents;
 - 1.9. The Mayor's Office will ensure that all equipment transferred to the City is installed at its predetermined committee, rayon, or SMC locations;
 - 1.10. The Mayor's Office will ensure the communications contractor, BCC, has full access to install previously ordered communications equipment into the SMC locations and rayon offices where applicable.
2. Provided the Mayor's Office fulfills the obligations specified in Sections 1.1-1.10 of this document and confirms responsibilities from the section 3.1.9 of the "Memorandum of Agreement" (Attachment 2) the following will occur:
- 2.1. USAID will transfer for the use of the Mayor's Office the equipment listed in the "List of Hardware, Software and Communications Equipment for REIS Roll out rayons according to the Final List of Roll-out Rayons" in Section 1.6 above.



CRITICAL PATH FOR COMPLETION OF REIS

Process	Start	Duration	Completion
1. Delivering under Procurement Phase I (communications lines and equipment installation)	Started late November 1996	Stored equipment being delivered to Russia and placed into storage. Should be complete by January 1, 1997. Communication line problems must be resolved before equipment can be installed.	March 1, 1997
2. Accomplishing outstanding City's tasks	March 1, 1997	1 month	April 1, 1997
3. Getting USAID authorization to release hardware, software and communications for 10 roll-out rayons	April 1, 1997	2 weeks	April 15, 1997
4. CISCO procurement	April 15, 1997	14 weeks (CISCO standard)	August 1, 1997
5. Delivery to the City	August 1, 1997	1 month	September 1, 1997
6. Technical support	September 1, 1997	6 months	February 28, 1998

ESTIMATED LEVEL OF EFFORT—PHASE I

Task	Subtask	Estimated LOE	
		Project Management	Technical/ Other
Task 1		16	70
Task 2	Subtask 1	13	24
	Subtask 1A	14	87
	Subtask 2	19	40
	Subtask 3	2	6
Totals		64	227
Grand Total			291

ANNEX B

PROVIDER WORKPLAN WORKSHEET

ANNEX B

PROVIDER WORKPLAN WORKSHEET

Project Name: “Deepening Urban Real Estate Reform (DURER) Project

Program Objective: To achieve the maturation, extension and conversion of USAID sponsored assistance projects in the field of Urban Real Estate into projects controlled and directed by Russian real estate professionals²

Country: Russian Federation

Provider Name: Urban Institute (subcontractors: Institute of Urban Economics, PADCO)

Activity Number: Contract No. EPE-0008-Q-00-5120-00
Delivery Order No. 3

Span of Work Plan: September 12, 1996–August 26, 1998

Indicator(s):

Target(s):

- (1) Deliver Work Plan for the Deepening Reform Project to USAID (December 1996)
- (2) Establish the primary Archive/library for the project, the “Information Services Center” in Moscow (December 1996)
- (3) Deliver first training course, seminar, or presentation (December 1996).
- (4) Deliver Commitments of participation (evidenced by informal letters of stated commitment) from no less than ten organizations and associations (January 1997)
- (5) Publication of the first of 50 informational articles for trade association publications and first of at least 20 in-depth articles in trade publications (January 1997).

² The five specific issue-areas addressed by the Deepening Reform project include:

- Acquisition of land by privatized enterprises and resale of surplus enterprise land
- Land use and zoning
- Real estate information and registrations systems
- Property taxation and local policy legislation and regulation
- Real estate finance (including commercial mortgages and lending for new construction)

- (6) Provision of the first of 10 seminar and/or conference presentations (January 1997).
- (7) Deliver curricula and training materials on no less than five aspects of the real estate market for training of trainers and professional organizations (March 1997).
- (8) Establish a functional "Speakers Bureau" to be operated by a local organization and which demonstrates collaboration among at least 10 Russian professional and trade associations in the exchange of real estate information and experts (March 1997).
- (9) Have equipment service contracts (accepted by the City of St. Petersburg) and required operational equipment, pursuant to the REIS project (September 1997).
- (1) Establish the two secondary archive/library centers (October 1997).

Outcome(s):

What outcome(s) do you anticipate as a result of your activities that contribute to the target(s) above?

- (1) **Professional Education and Training.** DURER project will provide professional training programs specifically targeted towards the creation of a cadre of real estate professionals. The program's components include curricula development, professional education courses, and training of trainers.
- (2) **Dissemination of Information.** The DURER project will prepare, publish and distribute professional handbooks; will publish articles and notices support real estate reform programs in trade association newsletter, bulletins, and trade press and/or academic journals; will conduct seminar and conference presentations, and will establish depositories for the maintenance and distribution of real estate reform materials.
- (3) **Fostering the Development of Professional Networks.** In order to build professional networks, the DURER project will collaborate with Russian partner organizations to enhance their training programs and will implement a speaker's bureau in the field of municipal real estate reform.
- (4) **Incorporating Resources from Pilot Projects.** In order to insure the full and broad utilization of resources from USAID pilot programs, the DURER project will archive, reproduce and distribute guideline and training materials, will offer training courses, and will participate in the seminars and other presentations of on-going USAID projects.
- (5) **Completing the Real Estate Information System (REIS) Network in St. Petersburg.** Communications lines, equipment, and software will be installed at Land and Property Committees, BTI, SMC, and 10 rayons to fully implement the REIS system. Technical support will be provided for six months after system delivery to the City in September 1997.

OUTCOME 1: PROFESSIONAL EDUCATION AND TRAINING

Outcome Implementation Statement

Category	Completion Date	Interim Benchmarks
Resources: <i>What personnel or material resources will you have put in place in order to achieve the outcome? What is the schedule and interim benchmarks for having resources in place?</i>		
Project Director (G.I. Zadonskii) Administrative Assistant (T.V. Sukhorukova) Information Services Center Coordinator/Librarian (L.L. Yelagina) Project Deputy Director (Allen Decker) Secretary (A.V. Tikhonova) Program Coordinator (D.D. Dmitriev)	September 1, 1996 September 1, 1996 September 1, 1996 October 14, 1996 November 1, 1996 February 1, 1997	
Office equipment (5 computers, laser printer, fax machine, desks, shelving, conference table, etc.) Presentation/Training Room	December 1, 1996 December 1, 1996	
Outputs: <i>What outputs will you produce using the resources you have provided? When and in what quantity?</i>		
Training of Trainers 1. Prepare "Train the Trainers Introductory Presentation" for use prior to individually coached Training of Trainers sessions 2. Review "Train the Trainers Introductory Presentation" with key sector organizations to gain their assessment and recommendations 3. Publish "Train the Trainers Introductory Presentation", along with visuals, as a deliverable 4. Conduct individually coached Training of trainers sessions, utilizing real seminar materials	February 1, 1997 February 14-19, 1997	Review session with CREL team February 15, 1997 Coached sessions with CREL trainers

Category	Completion Date	Interim Benchmarks
Use of Outputs: Who are the beneficiaries or users of the outputs? How, when, and in what quantity will they be utilized? What interim benchmarks demonstrate the degree to which the beneficiaries are utilizing the outputs?		
IUE Commercial Real Estate Lending (CREL) team		Coaching and content review for individual presentations 11-15 February 1997 Design of unitary commercial mortgage lending course February 1997
PADCO Zoning Project team		Coaching and content review for individual presentations April 1997
CFED Taxation and Registration Team		Coaching and content review for individual presentations (April 1997)
Achievement of Outcome: <i>Restate the outcome. When and to what degree will the outcome be accomplished? What interim benchmarks demonstrate progress toward achieving the outcome?</i>		

OUTCOME 2: DISSEMINATION OF INFORMATION

Outcome Implementation Statement

Category	Completion Date	Interim Benchmarks
<p>Resources: <i>What personnel or material resources will you have put in place in order to acheive the outcome? What is the schedule and interim benchmarks for having resources in place?</i></p>		
<p> </p>		
<p>Outputs: <i>What outputs will you produce using the resources you have provided? When and in what quantity?</i></p>		
<p>A. Preparation, publication, and distribution of Professional Handbooks</p>		
<p>Enterprise Land Sales (ELS) Handbooks</p> <p>Commercial Real Estate Lending (CREL) Manual</p> <p>Registration / Property Taxation Manual (CFED)</p> <p>Real Estate Zoning Manual (PADCO subcontract)</p>	<p>February 1997</p>	<p>Distribution of 40 ELS handbooks (RossTekInventorizatsiia conference)</p>
<p>B. Publication of articles</p>		
<p>1. Publication of 50 short articles or notices per year in trade association newsletters and bulletins</p> <p>2. Publication of 20 in-depth articles per year suitable for publication in the trade press and/or academic journals</p> <p>Publication of first article</p>	<p>February 1997</p> <p>January 28, 1997</p>	<p>Survey of media utilized by Russian real estate professionals</p> <p>1,500 word article re: Barents/UI programs in AmCham News</p> <p>Commissioned 8 articles by Kevin O'Brien on commercial real estate lending</p> <p>Commission 6 articles by Olga Kaganova on various aspects of real estate sector reform</p>

Category	Completion Date	Interim Benchmarks
<p>C. Conduct seminar and conference presentations (with Russian partner associations and organizations)</p> <p>RossTekInventorizatsiia</p>	February 1997	Presentation at RossTekInventorizatsi conference
<p>D. Establish depositories for real estate reform materials</p> <p>1. Establish the IUE Information Services Center (Moscow)</p> <p>2. Identify two regional sites for Information Services Centers (secondary archive/library centers)</p> <p>3. Identify Russian “successor” Information Services Center</p>	<p>December 1996</p> <p>October 1997</p>	IUE Information Services Center is operational
<p>Use of Outputs: <i>Who are the beneficiaries or users of the outputs? How, when, and in what quantity will they be utilized? What interim benchmarks demonstrate the degree to which the beneficiaries are utilizing the outputs?</i></p>		
<p>Achievement of Outcome: <i>Restate the outcome. When and to what degree will the outcome be accomplished? What interim benchmarks demonstrate progress toward achieving the outcome?</i></p>		



OUTCOME 3: FOSTERING THE DEVELOPMENT OF PROFESSIONAL NETWORKS

Outcome Implementation Statement

Category	Completion Date	Interim Benchmarks
<p>Resources: <i>What personnel or material resources will you have put in place in order to achieve the outcome? What is the schedule and interim benchmarks for having resources in place?</i></p>		
<p>Outputs: <i>What outputs will you produce using the resources you have provided? When and in what quantity?</i></p>		
<p>A. Collaborating with Russian Partner organizations to enhance their training programs</p> <ol style="list-style-type: none"> 1. Meet with all DURER contractor partners to review their existing or planned training materials and their training schedules 2. Publish a unified calendar of Training Events conducted by DURER partner associations, organizations, and contractors 3. Offer training materials , speakers, and training of trainers to DURER partner associations 		
<p>B. Implement a speakers bureau in the field of municipal real estate reform</p> <ol style="list-style-type: none"> 1. Interview DURER partner associations and organizations to identify potential speakers and topics (utilize the Speakers Bureau datasheet) 2. Contact and recruit potential speakers, confirm their topics, and establish a schedule for production of speeches 3. Review presentations, audio-visuals, and handouts for each speaker 4. Audit each speaker*s presentation, implement quality control and coaching on presentation and presentation skills 5. Schedule Speakers Bureau presentations 6. Establish a feedback system regarding results 7. Transfer Speakers Bureau to Russian successor, sustaining organization 		<p>Publish interim catalog of Speakers Bureau offerings</p>

Category	Completion Date	Interim Benchmarks
C. Construction of computerized database of Russian real estate professionals (working in the DURER project*s five issue/areas)	December 1996	Construct functional, paper-based system
	January 1997	Design database and reports
	February-March 1997	Program database
	April 1997 through end of project	Maintain database
D. Serve as liaison for EERPF in its work with RGR, ROO, SPBAR, PGR, and UPN³		Receive and review EERPF workplan Define and fulfill responsibilities
Use of Outputs: <i>Who are the beneficiaries or users of the outputs? How, when, and in what quantity will they be utilized? What interim benchmarks demonstrate the degree to which the beneficiaries are utilizing the outputs?</i>		
Achievement of Outcome: <i>Restate the outcome. When and to what degree will the outcome be accomplished? What interim benchmarks demonstrate progress toward achieving the outcome?</i>		

³ The protocol partners of the Eastern European Real Property Foundation (EERPF) included Russian Guild of Realtors (RGR), Russian Society of Appraisers (ROO), St. Petersburg Association of Realtors (SPBAR), Polvolskaia Guild of Realtors (PGR), and Urals Chamber of Real Estate (UPN).

OUTCOME 4: INCORPORATING RESOURCES FROM PILOT PROJECTS

Outcome Implementation Statement

Category	Completion Date	Interim Benchmarks
<p>Resources: <i>What personnel or material resources will you have put in place in order to achieve the outcome? What is the schedule and interim benchmarks for having resources in place?</i></p>		
<p> </p>		
<p>Outputs: <i>What outputs will you produce using the resources you have provided? When and in what quantity?</i></p>		
<p>A. Produce guidelines and training materials</p> <p>1. Secure training materials and lists of contacts from closed out USAID client contractor projects</p> <p>2. Inventory all training materials and deliver them to the IUE Information Resources Center (IRC)</p> <p>3. Print and maintain a stock of training materials and handbooks to be distributed on request and at DURER events</p>	<p>November 1997</p> <p>October 1997</p>	<p>Barents Group Commercial Mortgage Lending project</p> <p>Chemonics Enterprise Land Sales (ELS) Project</p>
<p>B. Offer training courses</p>	<p>February 25-26 1997</p> <p>February 12, 1997</p> <p>Early March 1997</p> <p>March 1997</p>	<p>ELS and Land Reform Issues Seminar with GKI and ROO (Khabarovsk)</p> <p>Commercial Real Estate Lending Seminar with RGR affiliate (Voronezh)</p> <p>Commercial Real Estate Lending Seminar with RGR affiliate (Perm)</p> <p>Commercial Real Estate Lending Seminar with RGR affiliate (Uljanovsk)</p>

Category	Completion Date	Interim Benchmarks
C. Participate in seminars and other presentations	October 21, 1996 October 28, 1996	Attend Chemonic*s close-out ELS conference in Moscow Attend Bancroft*s close-out zoning conference in St. Petersburg
Use of Outputs: <i>Who are the beneficiaries or users of the outputs? How, when, and in what quantity will they be utilized? What interim benchmarks demonstrate the degree to which the beneficiaries are utilizing the outputs?</i>		
Achievement of Outcome: <i>Restate the outcome. When and to what degree will the outcome be accomplished? What interim benchmarks demonstrate progress toward achieving the outcome?</i>		



OUTCOME 5: COMPLETING THE REAL ESTATE INFORMATION SYSTEM NETWORK IN ST. PETERSBURG

Outcome Implementation Statement

Category	Completion Date	Interim Benchmarks
Resources: <i>What personnel or material resources will you have put in place in order to achieve the outcome? What is the schedule and interim benchmarks for having resources in place?</i>		
Task Director (E. Slingsby) U.S. Technical Advisors (H. Henward, R. Smith, S. Perera) CCN Technical Advisors (O. Grigorieva, M. Bravo) U.S. Management/Procurement (J. Crummer, C. Fellows, R. Spencer) Hardware and software for 10 roll-out rayons Communications equipment for 10 roll-out rayons	 April 15, 1997 September 1, 1997	
Outputs: <i>What outputs will you produce using the resources you have provided? When and in what quantity?</i>		
Communications lines and equipment installation Accomplishment of City's outstanding tasks (see "Plan for Completion of Outstanding REIS Tasks") Installation of hardware and software in 10 roll-out rayons Installation of communications equipment in 10 roll-out rayons Functional REIS (after 6 months technical support)	March 1, 1997 April 1, 1997 June 30, 1997 September 1, 1997 February 28, 1997	
Use of Outputs: <i>Who are the beneficiaries or users of the outputs? How, when, and in what quantity will they be utilized? What interim benchmarks demonstrate the degree to which the beneficiaries are utilizing the outputs?</i>		
REIS is used by SMC, Land and Property Committees, BTI, and KUGI to exchange information on real estate transactions	February 28, 1998	
Achievement of Outcome: <i>Restate the outcome. When and to what degree will the outcome be accomplished? What interim benchmarks demonstrate progress toward achieving the outcome?</i>		