



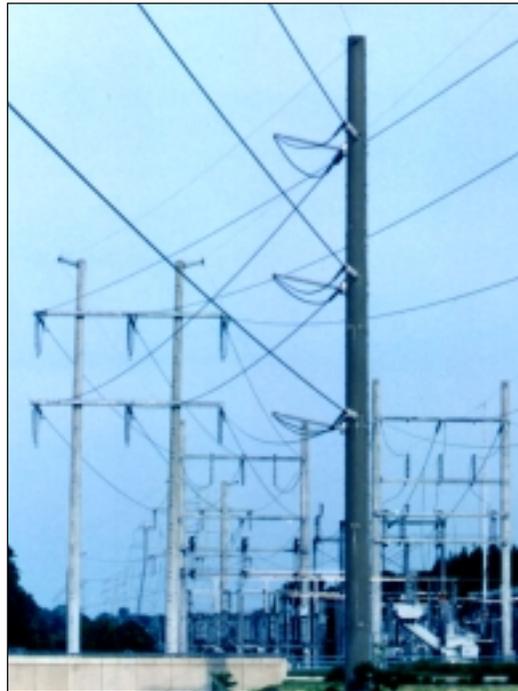
CHEMONICS INTERNATIONAL INC.



**SUPPORT FOR ECONOMIC GROWTH AND INSTITUTIONAL REFORM (SEGIR)
PRIVATIZATION INDEFINITE QUANTITY CONTRACT**

Contract No. PCE-I-00-97-00015-00

SEVENTEENTH QUARTERLY PROGRESS REPORT
July 1, 2001 to September 30, 2001



Submitted to:
United States Agency of International Development

Submitted by
Chemonics International Inc.

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ACRONYMS

BAFO	Best and Final Offer
CDC	Citizens Democracy Corp
CISP	Community Infrastructure and Success Program
EEPP	Egyptian Environmental Policy Program
EIA	Environmental Impact Assessment
IFDC	International Fertilizer Development Center
IOM	International Organization for Migration
IP3	Institute of Public Private Partnerships
IQC	Indefinite Quantity Contract
KAS	Kosovo Accounting Standards
KBF	Kosovo Business Finance
KDA	Kosovo Development Agency
MV	Means of Verification
P3U	Public Private Partnerships Unit
PM	Policy Measures
PMP	Performance Monitoring Plan
PMU	Project Management Unit
PSP	Public Sector Participation
SOE	State Owned Enterprise
SME	Small and Medium Enterprises
TRG	The Recovery Group
UNMIK	United Nations Interim Administration Mission in Kosovo
VFD	Verification for Disbursement

SECTION I

Summary

This report, our seventeenth under the Support for Economic Growth and Institutional Reform (SEGIR) Privatization indefinite quantity contract, covers the period July 1, 2001 to September 30, 2001. During this period, the Chemonics Consortium conducted the following activities:

- *Privatization IQC Website:* Chemonics began work on the Privatization IQC website. The PMU contacted Chemonics consortium subcontractors, developed PPRs and “success stories”, and began development of graphics, including logos.
- *Updated PPRs:* Chemonics submitted updated PPRs and sent to USAID.
- *Contact list updated:* The PMU contacted Consortium members to confirm/update contact information.
- *Finalization of Modification #4:* Chemonics received the signed Modification document from USAID and informed Consortium members of the extended project end date of 2005.

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SECTION II

Core Contract Activities

A. Consortium Management

A1. IQC Management

Chemonics International Inc. is the principal contact with USAID on contract issues; coordinates and prepares responses for services; divides the work among consortium subcontractors; and, ensures effective task order management, quality control, and report preparation. To date, contract implementation has been collaborative and effective, primarily because of our consortium's responsiveness to requests for proposals and assistance provided by the G/EGAD/EM project officer. Consortium members are pleased with the transparency and fairness of Chemonics= IQC management systems, which ensure all consortium members are aware of activities, opportunities, and positions available for recruitment. Chemonics= permanent management team for the IQC continues to be Susanna Mudge as contract manager, William Behrens as project administrator and Michael Thayer as assistant project administrator.

A2. Subcontractor Coordination

Chemonics has five subcontractors and four technical resource group members under this IQC. The five active subcontractors are Ernst & Young LLP, The Institute for Public-Private Partnerships (IP3), K&M Engineering, The Recovery Group, and ADB & Associates. When the occasion arises, Consortium members will receive support from a technical specialty subgroup comprised of Montgomery Watson (water/wastewater), Parsons Brinckerhoff (transportation), Chadbourne and Parks (legal), and the Privatization Research Organization of the City University of New York, Baruch College (privatization).

A3. Information Dissemination

Chemonics is continuously updating and disseminating an IQC fact sheet for use by Chemonics= home office and field teams, consortium members, and USAID/Washington and mission staff. As required by the contract, we are preparing monthly task order progress and financial reports on active task orders. We regularly monitor task order proposals, activities, and deliverables to ensure prompt, high-quality responses to requests for services and information.

B. USAID SEGIR Privatization Contractor Coordination

Chemonics continues to work with Mr. John Carihfield, maintaining open lines of communication. Chemonics anxiously awaits future RFPs, and further to work with USAID on upcoming Privatization IQC activities. As Bill Behrens and Susanne Mudge were unable to attend the October meeting with John Carihfield, we look forward to an opportunity to introduce these members of the PMU to USAID.

SECTION III

Active Task Orders

A. TO No. 806: Kosovo Business Support

- | | |
|------------------------------|-------------------|
| 1. Start Date: | October 1, 2000 |
| 2. Completion Date: | December 19, 2002 |
| 3. Amount of Delivery Order: | \$8,798,541.00 |
| 4. COTR: | Paul Davis |

Chemonics Privatization Team Members: Angus Olson (Chemonics International), Thomas White (Institute for Public and Private Partnerships), Brian Kroneman (Citizens Democracy Corps), Michael Gold (Crimson Capital).

5. Task Order Objective:

The purpose of this task order is to support USAID/Kosovo's Strategic Objective 1.3 - Establishment of an Economic Policy and Economic Framework. The overall goal is to stimulate employment and increase private investment in the small and medium enterprises (SME) sector, thereby supporting the rapid and sustainable recovery of living standards for the Kosovar population. It will support the reconstruction of the private economy and provide the opportunity to build upon the entrepreneurial capabilities and informal trade and financial networks developed out of necessity by the Kosovar Albanians over the past decade. The task order will directly assist Kosovar SMEs to revitalize and improve operations, thereby generating employment, through assistance in four areas:

- Direct support to SMEs with high potential for rapid growth and employment generation to establish or improve competency in key functional areas.
- Direct support to SMEs in financial distress for turnaround and crisis management measures.
- Broad support to the business community through training programs, sector analyses, trade and investment linkages, and dissemination of performance improvement resources.
- Development of a cadre of Kosovar consultants to leverage and sustain project activities.

6. Summary:

The consulting services provided to small and medium enterprises under the Kosovo Business support project include training in accounting, marketing, operations, institutional development, and the establishment of trade and investment linkages.

A. Client Relationship Management

To date, KBS has integrated 262 client companies into its portfolio, an increase of 52 clients since the last quarter. Additionally, KBS consultants made 232 client site visits and a total of 120 company consulting projects were also completed. Internal consultant training sessions were held. Topics included:

<i>Date</i>	<i>Topic</i>	<i>Trainer (s)</i>
August 1	Transparency and Business Ethics	Jan Tyl
August 2	Special All-Day Consultant Training Workshop – The Fundamentals of Consulting	Ron Ashkin, Jan Tyl, and Glenn Surabian
August 9	Negotiation Techniques	Glenn Surabian
August 15	Company Identity and Branding	Gerry Smith and Glenn Surabian
August 22	Sensitivity Analysis	Jan Tyl
August 23	Change Management	Dana Eyre, Economic Policy Advisor, United Nations Interim Administration Mission in Kosovo (UNMIK) Pillar IV
August 29	Brainstorming Techniques clinic	Ron Ashkin
September 5	Product Presentation and Packaging	Glenn Surabian
September 12	Export Development	Ron Ashkin
September 19	Customer Service	Glenn Surabian
September 19	Managing Customer Complaints	Ron Ashkin
September 26	Market Research	Gerry Smith

Representatives of Kosovo Business Support (KBS), Kosovo Business Finance (KBF) and USAID visited the Serbian community of Leposavic on August 21st. A presentation was made to the municipal President and the local businessmen’s association. Three potential client opportunities were uncovered and a return visit was made with KBF on August 24th, accompanied by Department of Trade and Investment (DTI) representatives. Five KBS Local Consultants attended the five-day KBF Lending Associate training course held at International Fertilizer Development Center (IFDC) from August 27th to 31st. Weekly coordination meetings with Kosovo Business Finance continue to be held each Friday.

B. Functional Practices

Accounting

The Accounting practice conducted two client workshops in preparation for installation of basic bookkeeping systems, with 35 total client companies attending in August and 18 client companies during September. One five-day session was held in Decan from August 6th to 10th, and one five-day session was held at IFDC in Pristina from August 20th to August 24th. In total 35 companies attended, 11 at Decan and 24 at Pristina. Accounting Practice Leader Jan Tyl, conducted the training.

In September, 14 client companies attended one four-day session held in Pristina from September 10th -13th. The workshops were followed by field visits to clients’ facilities and individual system installations. Also during the summer, the accounting practice completed: 28 project installations and seven financial plans.

Marketing

Another component of the project is to develop marketing skills for the Small Medium-scale Enterprises (SMEs). Workshops are the primary means of training at this stage.

- A client preparation workshop in Marketing was held at KBS from August 7th to August 9th. It was conducted by Practice Leader Gerry Smith and the four local professional Marketing Consultants. Eleven client companies attended. Client firms received basic preparation in marketing concepts and completed a customized Marketing Planning workbook for each of their enterprises.
- A “Super Marketing Workshop” was held at the Banking and Payments Authority of Kosovo (BPK) auditorium from September 4th to September 6th. Practice Leader Gerry Smith and the four local professional Marketing Consultants conducted the workshop, with the assistance of six Relationship Managers. Thirty-six client companies attended. Clients firms received basic preparation in marketing concepts and each completed a customized Marketing Planning workbook. To date, this was the largest workshop of its kind delivered by KBS. Following their preparation at the “Super Marketing Workshop”, marketing plans were installed at all 36 client companies.

Operations (Citizens Democracy Corps)

The Citizens Democracy Corps (CDC) continues to provide first rate volunteers. On August 20th, CDC Volunteer Advisor Robert Leff departed Kosovo after completing his assignment to assist KBS clients engaged in the manufacture of doors and windows. A study, *Kosovo Doors and Windows Industry* authored by Mr. Leff was delivered on August 24th. Three volunteer advisors arrived during the month of September:

- CDC Volunteer Advisor Marvin Shepard arrived in Kosovo on September 4th to work with client firms in the textile sector and to author a textile sector study.
- CDC Volunteer Advisor Rudy Hatcher arrived in Kosovo on September 6th to work with the Cooperative Housing Foundation (CHF) on a joint construction sector study. Mr. Hatcher departed Kosovo on September 23rd.
- CDC Volunteer Advisor Brian Piper arrived in Kosovo on September 9th for the first half of a two-part assignment assisting the Kosova Chamber of Commerce with development of their strategic plan. Mr. Piper departed Kosovo on September 16th. He will return in October to implement the plan.

Institutional Development and Training

A “Financial Statement Preparation & Analysis” Training of Trainers workshop was held August 13th and 14th. The workshop was conducted by Gina Kuta and concentrated on financial statements preparation under the new Kosovo Accounting Standards (KAS) format, and ratio analysis as a tool for analyzing the overall financial health of a business. Twenty-seven (27) trainers from the region (Pristina, Prizren, Gjilane, Peja, Gjakova, Mitrovica) participated from six different institutions.

A “Marketing Concepts & Strategy” Training Of Trainers workshop was held from August 20th to August 21st. The workshop covered areas of marketing, including marketing concepts and strategy, sales management, competition and export development. Ron Ashkin, Glenn Surabian and Gerry Smith from the KBS international staff delivered the

workshop to twenty (20) trainers from the region (Pristina, Prizren, Gjilane, Peja, Gjakova, Mitrovica) representing six different institutions.

Collaborative Partnerships

Local and international partnerships provided necessary depth to our consortium.

Kosovo Development Agency

A Memorandum of Understanding (MOU) was agreed to with the Kosovo Development Agency (KDA). KBS developed a strong relationship with the organization (based in Gjakova, with offices in Peja and Pristina) and will be cooperating in the following areas:

- 1) Coordinating efforts on large-scale private-sector projects, including foreign investment and trade opportunities;
- 2) Sharing of resources and information for the development of sector studies;
- 3) Building KDA's capacity to deliver adequate consulting services to its clientele and the general business public through ongoing participation in the KBS Training Of Trainers program; and
- 4) Creation of business reference resources and information, including a comprehensive database of companies, a website, directories and publications for the general business public.

KDA hosted the "Economic Vision for Kosovo" workshop in September.

International Organization for Migration

KBS also developed a relationship with the International Organization for Migration (IOM). Three of the organization's joint programs with KBS provide consulting services in order to increase employment and generate income. The three programs are as follows:

- Micro-Enterprise Grant Program – Mitrovica
- Employment Program – Mitrovica, Pristina
- Information Counseling & Referral Service (ICRS) – Gjilane, Prizren, Peja

IOM's two programs in Mitrovica focus on assistance to the Serbian business communities in the region. The Serbian IOM staff has requested KBS consulting support on a number of occasions to assist them with evaluating appropriate projects for their grant program. As a result, KBS identified an opportunity to extend its Training of Trainers program to the Serbian staff. In August, four members of the Serbian staff from North Mitrovica traveled to Pristina and attended the KBS workshops on finance and marketing. KBS intends to continue this relationship and to include the Serbian IOM staff in all future Training of Trainers activities.

Other Partners

The Kosovo Business Support program continues to seek and build partnerships with organizations currently active providing support in Kosovo. KBS is actively working with 10 institutional partners:

- Riinvest Institute
- International Fertilizer Development Center
- Central Fiscal Authority – Accounting Advisory Committee

- Institute of Marketing
- Kosova Chamber of Commerce
- Economic Development Agency
- She'era Women's Business Association
- Society of Certified Accountants and Auditors of Kosovo
- Kosovo Development Agency
- International Organization for Migration

Trade and Investment

Recent successes under the Trade and Investment component include:

- Three opportunities for KBS clients to supply the United Jewish Appeal/Joint Distribution Committee with goods and services have been identified. An opportunity through IFDC has been identified to supply KBS clients with local wheat flour for pasta rather than using imported product.
- *Investing in the Future - A Trade and Investment Guide to Kosovo 2001-2002* was published on September 25. 2,500 copies were printed. Over 300 print copies were distributed by month's end through CEEBIC, DTI, and Riinvest. The KBS Web site was reciprocally linked with regional development sites that include the Macedonian Business Resource Center, US Department of Commerce, CEEBIC, and US Office Pristina.
- The KBS web site trade and investment database was designed and 775 firms were entered from sources that include the KBS client portfolio, the Kosova Development Agency, Cooperative Housing Foundation, and the International Fertilizer Development Center. The database is downloadable and searchable from the Internet.
- KBS participated in the Gjilan Trade Fair from September 11th to September 14th. KBS shared a booth with the US Office Pristina. KBS local professionals manned the booth alone after the events of September 11 required US Office personnel to return to Pristina. Thirty-eight new client referrals were gathered over the course of four days. An outline of proposed Trade and Investment activities for Contract Year 2 (October 1, 2001 through September 30, 2002) was prepared and submitted to USAID. An initial strategy to establish a garment industry manufacturing sector working group was developed.

Kosovo Business Finance

Coordination between KBS and KBF is growing. In August and September, nineteen KBS clients were referred to KBF as potential loan applicants and KBF referred two clients to KBS in need of consultation services. In a recent collaborative effort, KBS Relationship Managers and KBF Loan Officers conducted joint company visits to those KBS client companies deemed serious loan candidates by KBF.

Publicity/Public Relations

KBS reputation continues to grow. KBS was featured on the news by RTK, RTV, TV21 stations and the web site of Kosova Live, news wire service. The Chief of Party Ron Ashkin was interviewed for several news programs including Radio Kosova and Radio Gjakova. Mr. Ashkin also writes a weekly column for the economic section of the newspaper Kohaditore.

B. TO No. 803: Egypt Monitoring, Verification, and Evaluation

1. Start Date: December 22, 1999
2. Completion Date: August 9, 2001
3. Amount of Delivery Order: \$1,495,171
4. CO: Gary Kinney
COTR/CTO: Nadine El Hakim
5. Chemonics' Privatization Team Members: Doug Baker (Chemonics International)
6. Task Order Objective and Summary:

This quarter marked the completion of Task Order No. 803, Egypt Monitoring, Verification and Evaluation. Chemonics was issued a no-cost extension of the contract through August 9, 2001, in order to provide continuous support during the procurement of follow on contract support.

During the final weeks of the project in July and August, the MVE team concentrated on completing final tasks for Task Order No. 803 and working with USAID on the finalization of the system for Tranche 2 of Egyptian Environmental Policy Program (EEPP). Final reports mentioned below will be duly sent to the Privatization IQC CTO in Washington, DC.

Verification

Verification activities included both Tranche 1 and 2. On July 26, MVE submitted the final version of the report verifying the progress on implementation of policy reforms in the EEPP through the end of Tranche 1 to the Executive Committee. This final version included the collaborative comments of USAID and the EC. On the whole, based on the means of verification, the report shows a great deal of achievement by the EEPP in its first tranche. MVE also engaged in planning for a process for analyzing the real achievements and impacts of the policy reforms in a larger sense. Such an analysis would be completed under the follow-on contract activities.

MVE continued its support for the development and finalization of policy measures (PM) and means of verification (MV) for Tranche 2. MVE was involved in the planning meetings for Tranche 2 with USAID and participating contractors.

Monitoring

MVE submitted the final reports for "Performance Appraisal of the Environmental Impact Assessment Review System in Egypt and Development of an Internal Performance Monitoring System," "Status of Private Sector Participation in Solid Waste Management in Egypt," and "Progress Update: Support for Development of an Environmental Indicators System."

Evaluation

MVE submitted the final version of the report "Towards a Common Information Base for Egyptian Red Sea Protection and Development". The team consulted closely with those

responsible for producing, managing, and using data and information on the Red Sea throughout Egypt. The report was accompanied by a sample catalog of data sources.

Although MVE concentrated on verification activities and Tranche 2 planning exercises during the final weeks of the project, the team also coordinated task order close-out tasks and accounting reconciliations. The team planned for the transition to the follow-on work and coordinated with the CTO on programmatic reviews and plans.

C. TO No. 804: Support to Establish the Department of Finance Public-Private Partnership Unit (P3U)

1. Start Date: April 14, 2000
2. Completion Date: April 13, 2002
3. Amount of Delivery Order: \$1,450,732.98
4. COTR: Neil Cohen
5. Chemonics Privatization Team Members: Aijaz Ahmad (Chemonics International), Matthew Hensley (Institute for Public Private Partnerships), Scott Jazyuka (Institute for Public Private Partnerships), Ned White (Institute for Public Private Partnerships)
6. Task Order Objective: To encourage infrastructure development in traditionally underdeveloped regions of South Africa through the use of private and public sector partnerships
7. Summary

Main activities between July 1 and September 30 include:

Projects

The Public Private Partnership Unit (PPP Unit) is a regulator of PPPs and provider of technical assistance – it does not initiate projects. The ultimate responsibility for initiating and implementing PPPs is with the accounting officers of national and provincial departments. Thus the Unit has limited control over the speed with which the PPP transactions can be implemented. At this early stage of PPP program the PPP Unit is advising caution in implementation to the departments in any case.

The PPP Unit currently has 31 ‘active’ projects in its portfolio and at least 10 in the inception phase. Substantial progress was made on a number of projects. Key milestones reached include:

- ***Inkosi Albert Luthuli Hospital Equipment and Facilities Management PPP***: Preferred bidder was selected in June 2001. Negotiations are underway and financial closure is expected by October 2001.
- ***State Vaccine Institute Strategic Partnership Project***: Negotiations are underway with the preferred bidder and financial closure is expected by first quarter of 2002.
- ***Department of Labour Information Technology Project***: Bids from three short-listed bidders were received in July 2001. Two of the bidders were then taken into a ‘best and final

offer' (BAFO) stage. The BAFO are due by the end of September and the negotiations with the preferred bidder are expected by first quarter of 2002.

- ***Department of Education Accommodation Project:*** RFP was issued on July 9 and bids are due on October 9, 2001.
- ***Robben Island Hospitality Project:*** Negotiations with the preferred bidder have been initiated.
- ***Universitas and Pelonomi Hospitals Co-location Projects:*** Negotiations with preferred bidder have been initiated and financial closure is expected in December 2001.
- ***Guatrain Rapid Rail Project:*** Feasibility study is being finalized and RFQs are expected to be issued in October 2001.
- ***Northern Cape Fleet Management Project:*** Negotiations are underway with the preferred bidder. Financial Closure is expected by end of the October 2001.
- ***Northern Province Eco-tourism Projects:*** Negotiations are underway with preferred bidders. Financial closure is expected by October 2001.
- ***Chapmans Peak Toll Road Project:*** Four bidders have been pre-qualified. RFP was issued in July 2001.
- ***Northwest Parks and Tourism Board Eco-tourism Projects:*** Final negotiations are underway on one project and RFPs have been issued for 3 others.
- ***Mpumalanga Zithabiseni Eco-Tourism Project:*** RFP was issued in July 2001 and bids are due in September 2001.

Training / Seminars

Two ***PPP foundation-training courses*** were conducted during this period. The first one was conducted in April and the second in September. A total of 150 national and provincial government employees attended these courses.

Alice Rennie, one of the local advisors funded under the project attended the 10th ***World Economic Development Congress*** held in Kuala Lumpur between the 27th and 29th of June 2001. This is the first time the Congress has met in South East Asia. It is a globally recognized forum for government leaders, corporate executives, international project developers, financiers and multilateral lending agencies to exchange insights and develop strategies that they can implement.

The Congress provides an appropriate platform to discuss the problems and future directions of global economic development and the opportunities it provides. The exchange of ideas helps decision-makers and planners in implementing many of the world's infrastructure projects and related developments. It also provides a great opportunity for business leaders to network and to put their views on global development direct to the world opinion makers.

Alice was asked to present a country update on South Africa which was held as one of the Focussed Investment Briefings arranged by Chemonics. The purpose of the briefing was to provide a presentation of the current infrastructure projects in South Africa to investors and other individuals who would be interested in working on such activities. The presentation was well received, and provided an opportunity for the PPP Unit to share its experiences with delegates from all over the world.

Staffing

Two additional staff members joined the Unit during this period. The national Treasury as counter-part funding to this project recruited these staff members. They include:

- *Advocate Uven Bunsee*, who was formerly head of the Department of Labour's legal division. He brings with him valuable experience from the Department's IT PPP. Mr. Bunsee will act as transaction advisor to various projects underway at the Unit.

Nelisiwe Mtsweni, who joins the Unit from Marcus Evans where she honed her skills in data administration. She is responsible for the Unit's project tracking system and a range of administrative functions.

SECTION IV

Pending Work, Mission Inquiries

A. Active Inquiries

A1. None.

ANNEX A

Quarterly Inquiry Report

No	Date of Inquiry	Originating AID Office	Subject of Inquiry	Outcome
<i>Quarter No. 1 (June 19-September 30, 1997)</i>				
1	8/20/97	Carlton M. Bennet, RCO USAID/Senegal	SONACOS Privatization	Proposal due 9/23/97. Extended to 9/26/97. Additional background materials rec'd 9/12/97. No go decision reached o/a 9/15/97. Informed 9/25/97 that Mission canceled procurement.
2	8/22/97	Joe Lentini, OP Penny Farley, G/EG	Privatization Technical Leadership Workshop	Proposal submitted 9/24/97. Task Order #1 signed 9/30/97.
3	8/26/97	Sharon Cromer, CO USAID/Indonesia James Leighland USAID/UEM-SO4	Public Private Partnership Center	Sole Sourced. Proposal submitted 9/9/97. TO #800 awarded 9/23/97.
4	9/15/97	Stanley Nevin, RCO USAID/India	Agroenterprise privatization	Sole sourced. Proposal submitted on 9/22/97. Task order #801 awarded 9/30/97.
<i>Quarter No. 2 (October 1, 1997-December 31, 1997)</i>				
5	10/22/97	Madhumita Gupta USAID/India	Regulatory Framework Assessments	SOW received 9/22/97. Clarifications received 10/28/97. Proposal submitted 11/5/97. Informed of loss on 12/1/97.
6	10/28/97	John Glover USAID/ENI/PER Stephen Hadley USAID/Ukraine	Enterprise Restructuring	Proposal submitted 11/21/97. Learned 12/3/97 that other firms had been named finalists.
7	11/3/97	Robert Archer USAID/ENI/EEUD John Glover USAID/ENI/PER Andrei Parinov USAID/Ukraine	Energy Sector Privatization	Proposal submitted 11/15/97. Discussions on 12/5/97. Submitted revised proposal on 12/9/97. Informed officially on 12/20/97 that TO awarded to other consortium.
8	11/4/97	Peggy Manthe USAID/RCSA	Workshop Facilitator for RCSA's SO2 workshop	Resumes and schedule requested. Proposal submitted 11/5/97. Understand TO awarded to other consortium.

<i>Quarter No. 3 (January 1 - March 30, 1998)</i>			
9	1/98	Bill Foerderer USAID/Bulgaria	Pension Privatization Mission decided to compete project among SEGIR contractors. No RFP as of March 30, 1998
10	1/98	USAID/Malawi	Malawi Assistance in Transportation Sector Privatization RFP issued 12/22/98. Chemonics no-go decision 1/5/98.
11	1/23/98	Penny Farley, G/EG	Haiti Airport Pre-Privatization Assistance Corporate capability information submitted 1/25/98. To date, no further information provided.
12	3/11/98	Lawrence Camp ENI/PER	Albania Privatization of Remaining State-Owned Enterprises Proposal submitted 3/18/98. BAFO submitted 4/6/98.
13	3/98	USAID Egypt	Maritime Sector Restructuring/ Privatization SOW expected June 1998.
<i>Quarter No. 4 (April 1 - June 30, 1998)</i>			
14	5/98	Bill Foerderer USAID/Bulgaria	Bulgaria Pension Privatization Proposal submitted 5/22 Informed of loss 6/98
15	6/98	Mary Reynolds USAID/Manila	Mongolia Large Enterprise Privatization RFP received 5/13. Proposal submitted 7/1. Informed of loss 7/29.
<i>Quarter No. 5 (July 1-September 30, 1998)</i>			
16	5/98	Bill Foerderer USAID/Bulgaria	Capital Market Development RFP received 7/9 No go decision made 7/20
17	9/98	Ackiel Ousmand USAID/Sri Lanka	Financial Analyst to assist the Bureau of Investment in Infrastructure Six resumes submitted 9/22. Facilitated BII interview with candidate 9/26.
18	9/98	USAID/Cairo	Egypt Investment Banking Unit Candidate resumes submitted via fax on 9/21.
<i>Quarter No. 6 (October 1 - December 31, 1998)</i>			
19		Mike Kenyon USAID/Bulgaria	Bulgaria Bank Privatization Proposal submitted on 12/11. Informed of Loss on 1/12/99.
<i>Quarter No. 7 (Jan 1- March 31, 1999)</i>			
20	3/99	USAID, Tblisi	Caspian Sea Baseline Assessment RFP received 3/24/99

21	3/99	William Bateson USAID/Tblisi	Privatization of Strategic Assets	RFP received 2/22/99 Proposal submitted on 3/1/99 Informed of loss in June 1999
22	3/99	USAID/Cairo	Monitoring and Evaluation of Privatization Component	RFP received 3/99. Nogo decision made on 3/31.
<i>Quarter No. 8 (April 1 – June 30)</i>				
23	5/99	USAID/Sophia	Pension Reform In Bulgaria II	RFP received 4/99 Proposal submitted on 5/99 Notified of Loss: 6/99
<i>Quarter No. 9 (July 1 - September 30)</i>				
24	8/99	USAID/Kyev	Ukraine Energy	RFP received 8/11/99 Tier Three submitted on 8 Notified of loss in September 1999.
25	8/99	Milingo Nkosi USAID/Malawi	Private Sector Participation in Infrastructure	RFP received 8/99. Tier Three submitted on 8/27/99 Notified of win on 10/6/99
26	9/99	Aderrahim Bouazza USAID/Morocco	Private Sector Concessions Reform	RFP received in 9/3/99 Tier Two submitted on 9/15/99 Notified of win on 11/15/99
27	9/99	Philip Tresch USAID/Cairo	Monitoring, Verification and Evaluation of EEPP	RFP received 9/7/99 Tier Three submitted on 9/99 Notified of win on 12/15/99
<i>Quarter No. 10 (October 1 - December 31)</i>				
<i>Quarter No. 11 (January 1 - March 31)</i>				
28	4/00	Neil Cohen USAID/South Africa	Support to Establish the Department of Finance Public-Private Partnership Unit	Sole sourced. Task order #804 awarded 4/14/00.
<i>Quarter No. 12 (April 1 – June 30)</i>				

Quarter No. 13 (July 1 – September 30)

29	7/12	Orion Yeandel USAID/Moscow	International Accounting Standards	RFP received 7/12/00. No go decision made on 7/19/00.
30	8/21	Sabine Gabriel USAID/Budapest	Private Sector Accounting Reform for Bosnia	RFP Received on 8/21/00. No go decision made on 8/28/00.
31	8/24	Sabine Gabriel USAID/Budapest	Kosovo Business Support	RFP received on 8/24. Proposal submitted on 9/11/00. Notified of win on 9/25/00.

Quarter No. 14 (October 1 – December 31)

Quarter No. 15 (January 1 – March 31)

32	3/29	Rachel Ballen USAID/Ghana	Nigerian Privatization Program	RFP received 3/29/00. Notified (unofficially) of loss by IBTCL.
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Quarter No. 16 (April 1 – June 30)

Quarter No. 17 (July 1 – September 30)