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**SUPPORT FOR ECONOMIC GROWTH AND
INSTITUTIONAL REFORM:
LEGAL AND INSTITUTIONAL REFORM IQC**

Contract No. PCE-I-00-97-00039-00

Quarterly Progress Report
October 1 – December 31, 2001

Submitted to:
U.S. Agency for International Development

Submitted by:



CHEMONICS INTERNATIONAL INC.



January 2002

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**Chemonics Consortium
Quarterly Progress Report
October 1 – December 31, 2001**

SEGIR Indefinite Quantity Contract for Legal and Institutional Reform

USAID Contract No. PCE-I-00-97-00039-00

A. CONSORTIUM MANAGEMENT

The LIR IQC management team at Chemonics, Inc. would like to express its gratitude to Mr. Nick Klissas, Senior Legal Reform Advisor, for meeting with us and we look forward to the LIR IQC holders meeting that is planned to take place later in March.

B. ACCOMPLISHMENTS DURING THE REPORTING PERIOD

B1. Active Task Orders

USAID/Armenia – Armenia Rule of Law Commercial Law Activity, Task Order No. 807, August 12, 1999 – August 11, 2002, Ceiling Price \$4,658,463

HO Project Management Unit: William Slocum, senior manager; Jennifer Hancock, project administrator; and Joel Weber, assistant project administrator.

Task Order Objective

Continued development of a legal system that better supports democratic and market reforms.

Key Tasks to Meet Objective

Strengthen Armenia's legal foundations and judicial system by: focusing on constitutional amendments; implementing new laws related to rule of law / administration of justice; enacting and implementing key commercial laws; and, training judges, lawyers, court executors, and government officials in the provisions of the laws and their respective roles.

Quarterly Progress Report

During this quarterly reporting period, the project made progress on several fronts. The National Assembly created an ad hoc committee to review proposed constitutional amendments, and proposed constitutional amendments began being debated publicly. Interpretive legal commentaries on the Civil Procedure Code neared completion; they should be published and distributed in early 2002. Substantial progress was made in work on bankruptcy, and implementation of the Law on Procurements continued.

On the other hand, there were also slowdowns in certain activities. For one, despite the accelerated drafting process, Constitutional amendments will likely not be submitted to a referendum sooner than May 2002. Additionally, political positions hardened: the President of the Republic publicly announced that he would veto any draft Constitutional amendments passed by the National Assembly other than his proposed draft. The Judicial Training Center (JTC) was unreceptive to suggestions on its training curriculum for new judges, which raises doubts about the suitability of continuing institutional development of the JTC. Collateral law continued to be a low priority of the Ministry of Justice.

Administratively, the project prepared and submitted to USAID its draft Year Three Work Plan. The draft Year Three Work Plan largely followed the modifications to the Task Order proposed by the project to USAID, which were based on assessments conducted by USAID earlier in the year. On the Rule of Law side, the Work Plan proposed eliminating work on the Administrative Code and assistance to the Compulsory Enforcement Service. On the Commercial Law side, the Work Plan proposed focusing project efforts on the Law on Procurements, the Bankruptcy Law, Collateral Law, and the Law on State Registration.

The project also submitted proposed revisions to the project's Grants Manual, which reflected changes in USAID regulations promulgated after the original Grants Manual had been approved.

Finally, in December, the project received the visiting USAID commercial law assessment team and discussed the status of laws that the project has been working on and future activities.

Rule of Law Activities

Constitutional Amendments

This quarter, Senior Rule of Law Advisor Gahmk Markarian and Rule of Law Advisor Kristina Galstyan attended several coordination meetings with USAID, other USAID Democracy and Governance implementers, and the OSCE. Project staff also attended meetings convened by USAID with National Assembly Vice-Chairman Tigran Torosyan and Armen Harutyunyan, the lawyer designated by the President of the Republic to present the President's draft. Project staff also met with National Assembly Deputies

Shavarsh Kocharyan and Frunze Kharatyan to discuss the course of constitutional amendments. As a result of the meetings with USAID, it was decided that USAID implementers would facilitate the work of local organizations in the constitutional amendment process, but not assume a leading role. For example, summaries of draft amendments are to be prepared by local organizations rather than by USAID implementers.

Also this quarter, the project assisted the National Democratic Party (NDP) in organizing three roundtables on the NDP draft constitution. Approximately 25-40 individuals from different political parties, lawyers' groups, NGOs, and media outlets attended each roundtable and offered their suggestions on various provisions of the NDP draft constitution. The first roundtable took place on November 22 and addressed the chapters of the draft constitution dealing with general principles and fundamental rights and freedoms. The December 6 roundtable addressed the chapters of the draft constitution dealing with the Parliament, the Government, and the President of the Republic. The December 20 roundtable addressed the chapters of the draft constitution dealing with the judiciary.

Early this quarter, the project received electronic copies of 1) the draft Constitution proposed by National Assembly Deputy Shavarsh Kocharyan, President of the NDP; and 2) the draft Constitutional amendments proposed by the Communist Party of Armenia (submitted by National Assembly Deputy Frunze Kharatyan). The project translated these drafts into English and distributed both the Armenian and English versions to USAID, other USAID Democracy and Governance implementers, and international organizations (e.g. OSCE, UNHCR, World Bank).

However, after negotiations between the National Democratic Party (NDP) and the Communist Party of Armenia (CPA), the CPA withdrew its draft and joined the five political parties sponsoring the NDP draft Constitution. A joint draft was submitted to the National Assembly on December 14. The same day, the President of the Republic, stated in a press conference that there would be no second draft, as he would veto any draft amendments apart from those he had proposed. The ad hoc committee created in November by the National Assembly to review the proposed Constitutional amendments continued its work. The committee is scheduled to present its conclusions to the National Assembly in March 2002. Upon receiving the revised six-party draft constitution from the NDP in December, the Project distributed it to the other USAID DG implementers and to certain international organizations. The Project expected to complete updating the English translation of the revised draft by mid-January.

Legislation governing unofficial publication of laws and other legal acts

On November 1, Mr. Markarian attended a meeting at USAID with Social Sector Specialist Marshall Fischer and PADCO Chief of Party Roger Vaughn to discuss Armenia's legal framework governing the unofficial publication of laws and other legal

acts. After the meeting, at Mr. Fischer's request, Mr. Markarian reviewed Armenia's legal framework governing this matter and prepared a memorandum, which he submitted to USAID on November 8.

Legal Commentaries

During the quarterly reporting period, National Assembly Legal Department Head Vladimir Nazaryan and Court of Cassation Civil and Economic Chamber Chairman Arman Mkrtumyan continued drafting commentaries on the Civil Procedure Code. In November, Mr. Nazaryan submitted his draft commentaries on Articles 130-204 of the Civil Procedure Code, while Mr. Mkrtumyan submitted his draft commentaries on Articles 205-221.6 (articles 221.1 through 221.6 deal with proceedings in the newly created Economic Court). In December, Mr. Nazaryan submitted his draft commentaries on Articles 242-248 of the Civil Procedure Code to the project.

On October 2 and 3, the project sponsored a roundtable discussion with Mr. Nazaryan and judges invited by the Judicial Training Center on the draft commentaries on Articles 1-80 of the Civil Procedure Code, which Mr. Nazaryan had previously submitted to the project. The roundtable allowed the judges to offer suggestions based on their own experiences with implementation of the Civil Procedure Code, thus making the commentaries more useful to both judges and practitioners alike. The project expects to finalize and publish the commentaries in early 2002.

Institutional Development

The project continued to assist the Council of Court Chairmen (CCC) with publishing court decisions. It was agreed that the project would fund the data-entry of only those decisions rendered by the Court of Cassation before June 30, 2001. The Court of Cassation's clerical staff would be responsible for inputting decisions rendered after June 30, 2001. The project, ABA/CEELI, and the World Bank worked cooperatively to assist the CCC with publishing court decisions. The three organizations met with the Chairman of the Court of Cassation's Chamber for Criminal and Military Cases, Mher Khachatryan, at the end of November, to ensure the coordination of different aspects of the activity. In early December, project and ABA/CEELI staff met jointly with Court of Cassation and CCC Chairman Henrik Danielyan.

The project's work with the Judicial Training Center (JTC) focused on the training of new judges. On September 25, the President of the Republic signed a decree appointing 23 new judges, who were to assume office on October 15. In October, the project funded the training of these new judges in Tsaghkadzor. In spite of serious reservations about organizing the judges' training in such a limited time, the project agreed to support the training activity proposed by the JTC, so that the new judges would not assume office completely unprepared. Court of Cassation Chairman Henrik Danielyan personally revised the JTC's draft curriculum by condensing it from 14 to 7 days and reducing the

number of topics covered. Mr. Danielyan explained that he had focused the agenda on the practical things that the judges would need to know on the first day. After concluding the training for new judges, the project began reassessing its future work with the JTC.

Legal Education Reform

During the Fall 2001 semester, Yerevan State University Law Faculty instituted "Trial Advocacy" as a new First Year Master's program course. A second new course, "Legal Research and Writing," is still a subject of negotiation.

As of the end of this quarter, 13 private universities (6 of which have law faculties) have successfully passed the accreditation process. (Thirty of Armenia's 68 private universities had applied for accreditation; seventeen of those had law faculties).

In mid-December, the project received a copy of a letter sent to USAID by the Dean of the YSU Law Faculty requesting assistance in several different areas. The project will review the various assistance requests.

The project continued to fund subscriptions to Russian-language legal periodicals for the YSU Law Faculty.

Public Awareness

Project staff continued the series of radio broadcasts on legal issues with the Armenian Association of International Law (the "Association") begun in September. The radio programs were in an interview format, half an hour long, and were broadcast on Armenian Public Radio at 5:30 PM two days a week. The nine broadcasts in October related to different spheres, including international law and constitutional law. In November, the Association aired nine radio broadcasts. The first three were devoted to the protection of rights under international law and the interrelationship of international law with Armenian law; the last six were devoted to issues connected with the European Court of Human Rights. In December, the Association aired eight broadcasts addressing the regulation of various activities under international law, and a ninth broadcast on December 31 summarizing the program to date.

On December 18, Chief of Party Brian C. Murphy was interviewed on "Burg" Television, a production of Yerevan Television. Host Sarkis Asatrian asked Mr. Murphy to describe the work of the ARM/ROL Project in Armenia. The expected questions and proposed responses had been shared in advance with representatives of USAID/Yerevan. The interview lasted for approximately 20 minutes and provided an opportunity to educate the interested public about legal reform activities in Armenia. The interviewer, who is also the chairperson of the Youth Party of Armenia, was particularly interested in reaching young professionals in Armenia. Thus, Mr. Murphy discussed the project's outreach to

universities and to young lawyers in Armenia. Positive comments were received from the project CTO and others.

Grants

Legal Resource Centers (First Grants Competition). The four projects for legal resource centers awarded under Chemonics' first grants competition have been completed. The law libraries of the Armenian Young Lawyers' Association (AYLA), the International Bar Union, and the International Union of Armenian Advocates all continue to operate, as does the website (www.epac.am) of the fourth grantee, the Environmental Public Advocacy Center. The two publications funded by the grant to AYLA, a "Survey of Free Legal Services in Armenia" (the "Survey") and a "Manual for Centers Providing Free Legal Services and Information" (the "Manual") have been published and circulated among Armenia's NGO community.

AYLA Conference on Free Legal Information and Advice. The integration of the Project's three grants competitions was illustrated by a conference at the Sevan Motel on "Free Legal Information and Advice Services in Armenia" the weekend of November 23-25, which Project Senior Rule of Law Advisor Gahmk Markarian was invited by AYLA to attend. Three of the Project's six grantees under its grants competition for free legal aid (described below) were likewise in attendance. At the conference, AYLA distributed copies of the Project-funded Manual and Survey to the attendees. (The conference itself was not funded by the Project's grant.) Mr. Markarian gave a presentation on Project activities in providing free legal aid and information, which primarily focused on the Project's grants in these areas, which are more fully described below. *AYLA Conference on Free Legal Information and Advice.* As described above, three of the Project's six grantees under the competition for free legal aid attended the conference organized by AYLA – a grantee under the Project's grants competition for legal resource centers – on Free Legal Information and Advice Services in Armenia. The three grantees attending were the "Family and the New World" NGO, the "Yerevak" NGO, and the "Center for Youth Legal and Social Support" NGO, each of which gave presentations on their free legal aid activities supported by the Project's grant.

Free Legal Aid (Second Grants Competition). The following six grants under the project's second grants competition remained in progress during this quarterly reporting period, with disbursement of funds continuing: 1) "Yerevak" NGO, for a project aimed at improving the legal protection of unemployed and low-income individuals in Noyemberyan city and 20 villages in Tavush region; 2) "Araza" NGO, for a project to improve access to legal aid services in refugee communities; 3) "Family and the New World" NGO, for a project to increase the level of legal protection of the population of Kotayk region; 4) "Mental Health Foundation" NGO, for a project to increase access to legal services for people with mental disabilities; 5) "International Support to Prisoners" NGO, for a project to improve prisoners' and their families' access to legal services and to raise public awareness about issues related to their access to justice; and 6) "Center of

Youth Social and Legal Support” NGO, for a project to improve the legal protection of elderly people living in Yerevan.

This quarter, “Grant Program Coordinator Liana Sahakyan and Senior Rule of Law Advisor Gahmk Markarian conducted a site visit to the “Yerevak” NGO’s legal aid center, named “Kamar.” The day of the visit, October 26, project staff were invited to a presentation on the work of the “Kamar” center. A representative of the International Center for Not-for-Profit Law (ICNL), one of the subcontractors to World Learning, which is implementing USAID’s NGO Strengthening Project, accompanied project staff on the visit. The Mayor of Noyemberyan, Sergey Amiraghyan, was present, as was the Deputy Marzpet (Governor), Levon Sargsyan. The “Kamar” center’s lawyer provided an overview of the center’s work over the previous 7 months: through the end of September the center provided legal advice on 224 occasions that were recorded in the ledger; however, advice had also been provided on approximately 150 other occasions when the citizen did not want his/her information to be recorded. Both the Mayor and Deputy Marzpet praised the center’s work.

Also in October, Grant Program Coordinator Liana Sahakyan and Senior Rule of Law Advisor Gahmk Markarian visited one of the “Araza” NGO’s two legal aid centers. The site visit was to the city of Dilijan, which has 60 refugee families. Two or three times a month, a lawyer from Yerevan and “Araza” staff travel to Dilijan to conduct town-hall meetings. One such meeting was being conducted the day of the project site visit. Approximately 20 local residents participated, raising various issues and questions. Two representatives from UNHCR were also present. Following the meeting, project staff visited the legal aid center to review records. From its opening in April through the end of December, the Dilijan center provided legal aid to individual refugees on approximately 200 occasions; during the same period, the Aygut center provided legal aid to refugees on approximately 100 occasions. The actual number of beneficiaries is greater, because on many occasions, refugees seeking legal advice do not wish to be recorded. In December, “Araza” completed and published another informational leaflet under the project’s grant for the beneficiaries of their free legal aid program. The leaflet was entitled “Protection of Civil Rights.”

On November 28, Chief of Party Brian Murphy, Senior Rule of Law Advisor Gahmk Markarian, and Grant Program Coordinator Liana Sahakyan conducted a site visit to the “Center for Youth Legal and Social Support” NGO. From the opening of their legal aid center on April 5 through the date of the project’s site visit, the grantee had provided legal advice on approximately 1200 occasions. The grantee had, as of the date of the site visit, taken 17 cases to court and won all of them. In addition, the grantee has expanded the project to organize and conduct weekly seminars on issues of concern to the project’s beneficiaries. As of the date of our site visit, the grantee had conducted 34 such seminars. The grantee conducts the seminars in the Social Centers owned jointly by the Quarter Municipalities (Taghapetaran) of the City of Yerevan and the “Mission Armenia” NGO. On December 24, Mr. Markarian and Ms. Sahakyan attended a reception

organized by the Center for Youth Social and Legal Support to celebrate the year-end of the Center's activity.

On December 5, Chief of Party Brian Murphy, Senior Rule of Law Advisor Gahmk Markarian, Grant Program Manger Davit Sandukhchyan, and Grant Program Coordinator Liana Sahakyan conducted a site visit to the "Mental Health Foundation (MHF)". The MHF staff includes psychiatrists and social workers; the Legal Aid Center employs two lawyers. On average, the Legal Aid Center serves 30-35 people each month, mostly regarding housing disputes. Although centered in Yerevan, the project does outreach to regions outside Yerevan, especially Kapan and Vanadzor. The MHF has also published a 47-page legal aid manual under this grant for use by its beneficiaries. In addition to general information about rights of property, inheritance, etc., the manual contains information of immediate importance to people with mental disabilities, such as issues of guardianship and ruling a person to be of limited capacity. The MHF also publishes a Legal Annex in its monthly newsletter.

Improved Public Perception of Legal and Judicial System (Third Grants Competition).

The following six grants remained in progress throughout the quarterly reporting period, with disbursement of funds continuing: 1) "Word and Right" NGO, for a project aimed at improving judicial practice related to media cases; 2) "Association of Investigative Journalists" NGO, for a project aimed at the improvement of public confidence towards the courts; 3) "Young Shirakatsi" NGO, for a project to provide the population of Gyumri with objective information on the courts' operation through the organization of a series of relevant publications prepared by the students of the journalism and law faculties of Anania Shirakatsi University; 4) "Helsinki Association" NGO, for a project aimed at increasing the transparency of courts through the publication of the results of court monitoring; 5) "Collaboration for Democracy" NGO, for a project aimed at increasing public confidence towards the judiciary through building awareness about the basics of the litigation process; and 6) "Femida" NGO, for a project aimed at development and promotion of professional and ethical standards among journalists writing on legal topics through development of a code of professional conduct.

This quarter, the "Young Shirakatsi" NGO, continued publishing "Tapantsik Dataranner" ("Transparent Courts"). "Young Shirakatsi" published its fourth, fifth, and sixth issues in October, November, and December (respectively). The October issue contained a copy of an indictment from a criminal case in the Court of First Instance of the Marz of Shirak; and concluded with an article reporting on an October 26 roundtable conducted by the grantee organization on judicial oversight over pre-trial proceedings. The November issue contained copies of the following documents from a case in the Court of First Instance of the Marz of Shirak: 1) a complaint in a civil case requesting separation of a portion of jointly-owned residential property; 2) the counterclaim in the same case; and 3) the appeal to the Civil Court of Appeals in the same case; and concluded with an article reporting on a November 23 roundtable conducted by the grantee organization on principles of judicial procedure. The December issue contained copies of the following

documents from cases from the Court of First Instance of the Marz of Shirak: 1) a complaint in a civil case requesting eviction from one room of illegally-occupied premises; 2) the answer to the complaint in the same case; and 3) the decision of the Criminal and Military Court of Appeals in a case reported on in the first issue of "Tapantsik Dataranner" in July; and concluded with an article reporting on a December 21 roundtable conducted by the grantee organization on relations between the Procuracy and the judiciary.

The "Association of Investigative Journalists" NGO was awarded a grant to improve public confidence in the courts by producing and broadcasting a series of investigative films and a series of educational radio broadcasts. In October the grantee filmed the first such film, on land values in the Marz of Armavir. The grantee broadcast the film in December on 13 independent television stations in different regions of Armenia.

In November, the "Femida" NGO submitted a draft of the code of professional conduct, which Project staff reviewed and returned to the grantee with comments. Project staff then met with the grantee in December to discuss the draft. The grantee ultimately submitted a revised draft in late December.

The "Collaboration for Democracy" NGO broadcast its first film, on the subject of divorce, in mid-October on Yerevan TV and Prometevs TV. The grantee broadcast its second film, "The Right of Property in Armenia," on December 22 on Prometevs TV. The organization plans to broadcast this second film in January on Armenian Public Television and on independent television stations in different regions of Armenia. Project staff also attended a roundtable discussion organized by the grantee on "Religious Tolerance in Armenia," an activity not funded by the project.

On December 14, Chief of Party Brian Murphy, Senior Rule of Law Advisor Gahmk Markarian, Grant Program Manger Davit Sandukhchyan, and Grant Program Coordinator Liana Sahakyan conducted a site visit to the "Word & Right" NGO. This quarter, the grantee published its first bulletin, entitled "Analyses and Commentaries on Court Cases Brought Against Mass Media and Journalists from 1996-2000."

Commercial Law Activities

Drafting/Passage of Laws

Much of the project's work this quarter focused on amendments to the Bankruptcy Law. In October, the project prepared and distributed revised draft amendments to the Bankruptcy Law that incorporated changes agreed upon by the project's short-term U.S. bankruptcy expert Robert Feidler, short-term Russian bankruptcy expert Ilya Rybalchenko, and Deputy Minister of Justice (DMOJ) Tigran Mukuchyan. On November 17, the MOJ and representatives from the Association of Bankruptcy Administrators and Independent Experts (ABAIE) participated in a mini-roundtable.

Following this, in early December, the project received further revised draft amendments to the Bankruptcy Law from Mr. Mukuchyan. This draft generally followed the earlier draft. However, some new principles and much more detail were added. A number of items of importance to the Ministry of State Revenues (MSR) were addressed appropriately in the draft, which should minimize the number of concerns the MSR will have when they review the draft. The draft was translated into English, reviewed by Chemonics' bankruptcy legal team, and sent to the project's Bankruptcy Specialist Robert Feidler and to Judge Vincent Aug (a member of the visiting USAID commercial law assessment team) for comment. A copy of the proposed amendments was also sent to Deputy Minister of State Revenues Armen Alaverdian. At the request of Mr. Mukuchyan, the draft was also translated into Russian for Ilya Ribalchenko's review.

In addition, the project's bankruptcy team prepared a memorandum summarizing the structure, provisions, and new concepts in the draft law, as well as problem areas. The document was delivered to Chemonics' experts for review and comment. On December 22, the Association of Bankruptcy Administrators and Independent Experts (ABAIE) conducted a roundtable discussion with 35 administrators and counterparts, where Mr. Mukuchyan explained major concepts of the draft. At this meeting, it was agreed that another meeting would be conducted in January 2002; and that the administrators would submit their comments and recommendations regarding the new draft in writing to Mr. Mukuchyan.

Institutional Development

This quarter, the project worked on the formation of a Bankruptcy NGO. In October, project staff attended several meetings with representatives of the Association of Bankruptcy Administrators and Independent Experts (ABAIE) regarding the preparation of a grant proposal to support the Association. However, it was resolved with USAID that the project would work with the NGO but would not pursue funding through a grant. In November, it was decided that the project would work closely with the ABAIE, the Ministry of Justice and the newly created Economic Court on three projects: 1) a newsletter; 2) a data collection project; and 3) a website with data regarding bankruptcies. In December, a draft questionnaire and a draft of the first issue of the newsletter was sent to USAID for review and approval.

Chemonics also continued working with the Ministry of State Revenues (MSR) on pilot bankruptcy cases. In October the project continued monitoring and gathering information on the pilot cases assigned by the MSR. Project staff met with the head of the MSR Shengavit District Legal Department to review progress on the cases. As of November: a plan was submitted regarding one of the cases; one case was withdrawn; a liquidation was underway for another; and the fourth was in suspension undergoing privatization. On November 7, project staff met with the leadership of the MSR Legal Department, Litigation Division, and Shengavit District to review the project's current relationship with them. The MSR Legal Department seemed quite pleased with the assistance and

advice received from the project to date. In December, the project's bankruptcy team met with Mr. Levon Hovhannisyanyan, Chief of the Legal Department at the Shengavit Regional Tax Inspectorate in Yerevan. Mr. Hovhannisyanyan suggested two more cases for the pilot project. On December 10, the project obtained a letter of representation allowing our team to represent the MSR on the two new bankruptcy pilot cases ("Chemreactive" and "Moush"). The project also reviewed and obtained additional information on the two new cases from the MSR files. On December 7, two members of the project's bankruptcy team attended a meeting of creditors at "Pomper." In particular, the team presented the results of the project's financial review of the draft Reorganization Program. The team also met with Mr. J. Afyan, Administrator at "Dvinimpex," to discuss case progress.

With regard to the implementation of the Law on Procurements, the Ministry of Finance and Economy (MOFE) began procurement compliance audits of the state agencies and directed its first case to the prosecutor for investigation for corrupt activity. The MOFE hopes that the successful prosecution of this case will deter corruption in the procurement process. The project continued assisting the GOA/MOFE in developing a website that will contain procurement legislation of the Republic of Armenia; a procurement newsletter; reports on completed procurements; review and appeal procedures; and training activities. Chemonics suggested changes to the first draft of the web page. The Internet domain was registered: www.Procurement.am. The project is awaiting approval of the draft webpage and content from Mr. Karen Brutyan, Head of the Budget Implementation and Methodology Department of the MOFE. The project also provided written and oral comments on six proposed implementing regulations. The project recommended changes to enhance accountability and establish standards for actions and decisions. In December, the Minister of Finance and Economy signed the Order establishing procedures for conducting procurement compliance and performance reviews. The procedure sets up a procurement monitoring group within the Ministry, outlines procedures for operation of the group, and defines criteria for initiating reviews. Finally, regarding the regulation governing the formation and function of the Competition Committee, the MOFE agreed to reduce the size of the committee and to introduce the idea of using a probity official who will monitor the procurement proceedings. This official will have no voting rights or decisional authority over the procurement. Rather, the official will observe the procurement proceeding and provide appropriate guidance and advice to ensure honesty and fairness.

Also this quarter, project staff met with Mr. Mukuchyan to discuss public outreach activities for the State Registration of Legal Entities. He requested assistance with the following: 1) creation of a web page for his office (to be linked to the MOJ web page); 2) publication of a brochure; and 3) printing wall posters for each of the offices with steps for registration of entities. In December, the project produced 100 copies of the English translation of the Law on State Registration of Legal Entities, regulations and forms for use by foreigners.

Training Delivery

Training for Judges. This quarter, project staff met with the Hovhannes Manukyan, Chief Judge of the Economic Court, to review future training opportunities for his court. The project expressed support for training on substantive law issues such as bankruptcy, procurement, registration of legal entities, and (in cooperation with Barents' Bank supervision project) bankruptcy of banks; but deemed assistance on substantial redrafting of the Civil Procedure Code to be beyond the project's scope of work. However, the project offered assistance on those issues of the Civil Procedure Code that relate directly to bankruptcy. At Judge Manukyan's suggestion, a roundtable discussion moderated by Mr. Feidler was scheduled for January 19, 2002. The 16 members of the Economic Court (including Judge Manukyan), 4 administrators, and Deputy Minister of Justice Mukuchyan will participate. In advance of the roundtable, the project sent copies of the draft Bankruptcy Law amendments for the judges to review.

Observational Tour for Bankruptcy Stakeholders. The project began preparation for a U.S. study tour for key Armenian Economic Judges, Ministry of Justice officials, Ministry of State Revenues officials, and administrators. The trip is tentatively scheduled for March 3 – 15, 2002. The trip will include visits to three U.S. cities - Phoenix, Omaha, and Washington, D.C. The participants will have the opportunity to observe U.S. bankruptcy proceedings and meet with a variety of U.S. counterparts in the bankruptcy process. Mr. Feidler will develop the program. U.S. Federal Bankruptcy Judges will serve as formal hosts in Phoenix and Omaha. Chemonics approached the Academy for Educational Development (AED) for sharing the costs of the study trip.

Procurement Training. In October, project Procurement Specialist Jeanmarie Meyer prepared a comprehensive Participant Manual for a procurement training course for government suppliers and contractors. The manual will also be used by the procurement office at the Ministry of Finance and Economy for training GOA suppliers and contractors. Ms. Meyer worked closely with the state agencies while designing the course and related materials, enabling the state agencies to assist in the delivery of the procurement courses. The project also hired two short-term nationals to assist Ms. Meyer with development of the Procurement course. The two assistants were among the nine procurement trainers trained last spring. Throughout the process, individuals involved in course development were trained to serve as trainers themselves.

The project funded several first-level training programs this quarter. Mr. Karen Brutyan, Head of the Budget Implementation and Methodology Department of the MOFE, facilitated the training sessions; and two Armenian facilitators, Norair Mnoyan and Arsen Bagratyan, who were trained in the local government procurement training program, assisted in delivering the training sessions. Approximately 20 participants attended each session. In early November, there were two training programs for officials from various state agencies. The participants responded very favorably to the training experience, particularly to the case study approach and extensive opportunity for discussion. The

participants also expressed interest in additional procurement training, feeling that this training only began to develop the range and degree of competencies needed to conduct public procurements effectively and efficiently. Another training program took place from November 19-21; procurement specialists from all marzes in Armenia participated in this seminar. From December 3-4, the project delivered the six in-country training programs on the Law on Procurements for the Government of Armenia Procurement Agency. Approximately 20 participants attended. The last seminar for this first-level training was conducted in late December for the Court procurement officers nominated by the Government.

Training for Suppliers and Contractors. The project continued to develop materials for the training course for suppliers. Ms. Meyer assisted three local consultants in developing questionnaires for conducting interviews with suppliers and contractors and with state agencies. The working group finished a draft procurement manual for suppliers and contractors, which was delivered to Mr. Brutyan for review and comment. Mr. Brutyan promised to provide comments from his office by mid-January 2002.

In-House Training. The MOFE hired an economist, Anna Harutyunyan, to oversee procurement training. Before assuming her role at the MOFE, Ms. Harutyunyan worked with Ms. Meyer, so that Ms. Meyer could train Ms. Harutyunyan in much the same manner that she trained the MOFE's chief legal specialist, Irina Rushanyan.

Public Awareness

On October 30, Deputy Minister of Justice Tigran Mukuchyan and Head of the Ministry of Justice's Department of Registration for NGOs Edward Markarian addressed a group of approximately 40 participants (including representatives from businesses, associations, and media) on the newly enacted Law on State Registration. The presentation lasted approximately three hours and was followed by a Q&A session. The two speakers prepared and distributed a brochure on the law. The presentation was taped and subsequently broadcast on Armenian Public Television on December 8.

USAID/Kyrgyz Republic - Support for Economic Growth and Institutional Reform Project (Legal and Institutional Reform) - Kyrgyz Republic Land Reform, Task Order No. 809, September 30, 1999 – September 30, 2001, Ceiling Price \$2,631,071

HO Project Management Unit: Thomas Fattori, senior manager; and, Lawrence Cox, project administrator; and Joshua Leland, assistant project administrator.

Task Order Objective: To assist in establishing the institutional infrastructure for private land ownership.

Key Tasks to Meet Objective: First, implement rural and urban land reform that involves developing a legal infrastructure including water law issues and monitoring the implementation process. Second, emphasize the land market and the dissemination of information. A cohesive program will be developed to implement a program with the necessary subject matter to the proper audiences using the appropriate delivery mechanisms. Third, privatization and post-privatization programs will be created to improve small and medium agribusiness by researching current issues and providing marketing information. Public outreach is crucial in order to provide the general citizenry and commercial users of the law with the knowledge needed to utilize their legal rights and to combat the public apathy exhibited toward legal and economic reform.

Quarterly Progress Report

Project work in the First Quarter of Project Year 3 built on the accomplishments of the first nine months of 2001 to further enhance the rural land market, to support creation of the urban land market, and to extend support for professional appraisers. Project specialists also worked closely with local authorities to pursue passage of resolutions required for urban land sales and acceptance of new land use planning (urban zoning) developed through earlier project activities. Consequently, the groundwork has been firmly established to accelerate both rural and urban land markets in 2002, and to complete the first urban zoning system for the Kyrgyz Republic.

Rural Land Reform

This quarter, KLR trainers implemented a new series of land rights workshops, fielded as Land Rights Workshop III. These one-day workshops were introduced at the end of 2001, building on two earlier models of land rights workshops. This third workshop model focuses on the most recent adaptations of the Land Code and related sections of the Civil Code to enhance the understanding and capabilities of local associations and individuals with rights in rural land holdings. Workshop booklets cover the components of the previous and current workshops and are continually updated by project attorneys and specialists. Relevant changes or practical adaptations to the laws are integrated into the project's mass media campaign, newsletters, and rural land use seminars. They also include new translations of critical information into Kyrgyz, Russian and Uzbek (to reach any participants who may not benefit directly from mainstream public media).

Urban Land Reform

Land Use Planning. The project continued working with local planning professionals in Tokmok, Osh, Djalal-Abad and Cholpon Ata on land use studies, mapping, and coordination of land use (zoning) requirements with registration authorities. Many of these planning professionals were previously trained through the KLR project, and project staff specialists are now working in each of the three latter cities to provide continued training and support. Fully verified agreements to conduct land use studies and

mapping are being pursued through the appropriate city councils (*kenesh*) and are expected to be approved prior to actual implementation activities, which are scheduled to begin in February. To support these activities, meetings were conducted with GosRegister. As reported previously, actual drafting of zoning regulations were anticipated to begin by year-end 2001 in last year's pilot city of Tokmok. These regulations, once adopted, will replace the prevailing system of normative valuations and use rights with a system based on market-driven valuation and land utilization.

Urban Land Sales. KLR specialists worked with the administrations of each of the project's pilot cities (Bishkek, Osh, Djalal-Abad, Tokmok, Balakchi, Cholpon Ata, Karakol, and Karabalta) to secure passage of procedures to allow for administration approval of enterprise land sales. These activities represent a continuation of efforts over the past few months, yet this quarter, significant progress was made to orchestrate cooperation among local mayors, city councils (*keneshes*), local offices of the State Registration Committee, and officials of the Committees of Architecture, Construction and Urban Design. It is anticipated that procedures in most cities will be approved soon, although actual land sales will require negotiations between prospective buyers (enterprise owners) and relevant local administrations. The KLR project helps all parties prepare the required documentation and sales agreements, while also supervising and coordinating appraisals for each parcel. The project developed sales and appraisal procedures and, by next quarter, plans to make final adjustments and minor revisions required for final approval by local administrations.

Real Estate Appraisal and Brokerage. The project followed-up on its mini-grant to the Association of Realtors of Kyrgyzstan, through which four representatives attended a workshop conducted by the Russian Guild of Realtors in Samara. The workshop focused on development of real property brokerage offices with presentations by American experts on formation, management, and procedural methods of real property brokerage. The follow-up work included seminars at the KLR offices for association members and preparation of guideline materials on real estate offices, staff recruitment, and marketing procedures. These seminars were led by those who attended the Samara seminar, but included participation by project specialists who also took responsibility for broader dissemination of seminar materials to brokers with whom the project works.

Also this quarter, the KLR project supported the Kyrgyz Association of Appraisers in its work to continue training in the use of their new appraisal standards. Future mini-grants for course costs and materials have been proposed and are under consideration. Project staff gathered feedback on the grant-supported training that was completed in December, to assess the effectiveness of already conducted training and to implement recommendations for improvement.

Water Law Reform

In the area of water law reform, KLR specialists completed the second draft of the proposed new water code and a commentary on the proposed articles. In partnership with the Ministry of Agriculture and Water Resources, the project is working to create an intergovernmental group to present the draft of a new water law (proposed as the National Water Code) to the national parliament (*Jogorku Kenesh*). This has required legal refinements and reviews by project and government staff attorneys through a dialogue that has included many stakeholders, NGOs, and international donors, also working for reform of current legislation. The Minister of Agriculture previously announced his intention to achieve rapid passage of the new water code, but the efforts required to pilot the draft legislation through the government are likely to be complex and lengthy. The project believes the new code will be adopted, but will need continued support and patient attention.

USAID/Egypt – Technical Assistance for Private Participation in the Water and Wastewater Sector, Task Order No. 811, August 1, 2000 – July 31, 2002, Ceiling Price \$3,588,986

HO Project Management Unit: James Baker, senior manager; Carol Yee, project manager and, Damien Donnelly-Cole, assistant project administrator.

Task Order Objective: Assist the Ministry of Housing, Utilities, and Urban Communities (MHUUC) of Egypt to operationalize the new local utilities price and quality of service regulatory agency and Private Sector Participation (PSP) Unit, and to support the two organizations in interactions with the other central ministries and local utilities. The project will also provide transactions support for pilot PSP projects.

Key Tasks to Meet Objective: The key activities to meet project objectives include:

- Supporting the creation and operation of the Egyptian Water and Wastewater Regulatory Authority (EWRA);
- Supporting the creation and operation of the Private Sector Participation (PSP) Unit; and
- Providing transaction assistance for pilot private sector participation projects in the water and wastewater sector.

Quarterly Progress Report

This quarter, project staff worked on developing a presentation on Regulation for MHUUC agencies. The presentation includes four lectures on the following topics: regulation in general; PSP regulation; regulation of government-owned utilities; and rate design. Issues of inter-governmental coordination were a key discussion point. The

project has asked Dr. Beyaly to invite Ministry of Finance representatives to this and other sessions. Also, the draft law has been reviewed by the Cabinet and forwarded for approval by the Consultative Assembly (Shura Council).

In October, Kathleen Slattery and Terry Driscoll traveled to Cairo to work on the pre-feasibility studies and the pre-qualification packages for the Beheira and Sixth of October transactions.

The field office developed a rate study for the Sixth of October/Sheikh Zayed management concession-lease. The study considered the impact of non-revenue water reduction and collection efficiency improvement targets on the revenue requirement and proposes new rates for each water and wastewater service. A preliminary assessment of ability-to-pay indicated that the proposed rates are affordable and that no subsidy is required to generate the revenues needed to pay the concessionaire's service fee. Additionally, the project incorporated historical data from LIRR-II Sixth of October rate study work to project O&M costs and revenues from continued governmental operation; and compared this revenue stream to that under the management concession scenario. The comparison showed that the PSP alternative entails potential savings of LE 49 million for the Government of Egypt, assuming that current rates are kept in place.

In December, the field office finalized, presented, and submitted the pre-feasibility studies to the MHUUC. There have been meetings with NUCA and BWC to receive preliminary comments on the studies.

The field office has nearly completed the water business planning model and is currently preparing the manual. Additionally, they have given technical assistance to AGOSD ISPR in developing AGOSD business strategies and drafted rate design evaluation guidelines.

The draft review of the Toolkit is still in the process of legal vetting. The field office is reviewing edits of all the draft Toolkit documents. USAID has been briefed on the Toolkit rollout and on the Project Development Fund progress. The project office also completed and submitted an Arabic translation of the Sixth of October Study.

USAID/Zambia – Implementation of Court Annexed Mediation, Task Order No. 812, September 3, 2000 – March 30, 2003, Ceiling Price \$439,461

HO Project Management Unit: David Vaughn, senior manager; and, Beatrice Zimmermann, senior project administrator; and Nancy Kim, assistant project administrator.

Task Order Objective: Mediation in being introduced into the Zambian judicial process as an alternative means of resolving disputes. Working with judicial counterparts,

Chemonics is providing mediation training, assisting in the establishment of the administrative systems and procedures for mediation, and developing a plan for institutionalizing the use of mediation.

Key Tasks to Meet Objective: The key activities to meet project objectives include:

- Training of a class of mediators and supervising their practice mediation sessions
- Developing case selection criteria, implementing a pilot mediation program, and creating criteria for the selection of future mediation trainers
- Developing administrative systems and procedures for court annexed mediation, and working with judicial counterparts to implement the systems in various courts
- Training Zambian mediators to become trainers
- Working with judges, judicial staff, bar members, and mediation practitioners to develop a plan to institutionalize mediation in the Zambian judicial system

Quarterly Progress Report:

A team of four consultants traveled to Zambia in December for a one-week observational trip to assess the status of the current mediation system and to gain insight into programmatic issues as well as continuing training needs. During this trip, the consultants evaluated Zambian mediators and selected a team of the strongest to be trained as mediation trainers. The team will travel to Lusaka and Ndola in order to accomplish the following goals and objectives:

1. Observe approximately 28 Zambian mediators during actual court-referred mediation sessions to achieve the following objectives: assess the skills and competency of select mediators and make recommendations to the Chief Justice regarding their feasibility as mediator trainers in Zambia; identify on-going training and education needs of mediators in Zambia in order to recommend strategies to address these needs; provide one-to-one mentoring for select mediators for their continued professional development; and, assess programmatic operations from the perspective of the mediators in order to recommend strategies to address identified issues.
2. Discuss formally and informally program operations with court administrators, judges, advocates, and litigants to identify issues needing attention during upcoming US study tours, judicial and mediator training, and strategic planning sessions.

At the end of the week the consultants were able to: recommend the most skilled mediators to become mediator trainers in Zambia; recommend topics and approaches for continued training and professional development of mediators in Zambia; incorporate the training needs assessment in the design and delivery of the upcoming Mediator Train-the-Trainer sessions; and, utilize the information gained regarding program operations in the design and delivery of the upcoming US study tour, judicial and mediator training, Settlement Week in Livingstone, and strategic planning sessions.

The team also met with members of the Judiciary to discuss their goals for the U.S. study tour in order to draft a program that best addresses the needs of the Zambian Court. The trip report and recommendations are pending and will be submitted after the U.S. study tour in January since the issues and recommendations of both activities are closely interrelated. The combined report will include evaluations of the activities.

Due to USAID travel restrictions on non-essential travel in 2001, Chemonics had to rescheduled the first activity of the project, the US study tour that was being planned for early December in which several Zambian judicial officials were to travel to the Washington, DC area to observe mediation in the US system. The US study tour was rescheduled for mid-January 2002.

Also this quarter, Chemonics recruited two strong candidates to fill the positions of part-time local accountant and part-time local coordinator and received technical and contracts approval for both. The local accountant has already begun working for the project and the local coordinator will be on board early next year.

USAID/Indonesia – Sustainable Appreciation of Value through Efficiency and Re-rating, Task Order No. 813, September 1, 2000 – February 11, 2002, Ceiling Price \$60,000

HO Project Management Unit: Joanne Adams, senior manager; Shahzia Pirani, project administrator; and Maria Paula Vargas, assistant project administrator.

Task Order Objective: To establish the broader use of WETTER re-rating, cleaner production and efficiency principles, leading to development of key institutions promoting sound environmental policy during Indonesia's monetary crisis. This broader use of key efficiency principles will help build institutional structures supporting a sound water/wastewater policy and planning environment.

Key Tasks to Meet Objective: SAVER will collect data on waste water treatment technologies in West Java to determine common technology, applications and efficiency problems. The project team will use this as the background information to develop a waste water treatment plant (WWTP) re-rating training package. The project also aims to ensure that re-rating benefits will be more widely known and understood by specific

target groups, such as professionals, local government officials, local parliament representatives and consumers. A major component of SAVER is to disseminate information on general knowledge and benefits of water treatment plant re-rating through magazine and newspaper articles and flyers.

Quarterly Progress Report

Under the direction of Media Specialist Ms. Elli Rasdiani the SAVER media campaign team worked to develop a strategy to disseminate information on the potential benefits and applications of re-rating technology to increase water treatment plant capacity. The team completed the following tasks:

1. Reviewed and set media campaign objectives based on the results of the WETTER project re-rating training course conducted in 2000.
2. Selected the type of media used in the campaign e.g. newspaper, and/or professional journals, flyers.
3. Developed dissemination tools such as press information kits.

The SAVER media campaign team will continue to work on the publication of articles on re-rating in several magazines and a local newspaper.

Project Coordinator/Environmental Engineer Rudy Yuwono is leading the team in the preparation of the WWTP training, to be conducted in early February in the Banten province. Two of the SAVER team's environmental engineers, Mr. Swastiono Doni and Mr. Riza Oktavianus, traveled to Banten for the purpose of meeting with local officials. The meetings yielded fruitful discussions on the logistics of the training and the selection of potential training participants.

Business and Finance Specialist, Terry Driscoll continued to develop the training curriculum, which will be conducted in January 2002. This curriculum will cover:

1. Wastewater treatment basic knowledge.
2. WWTP performance assessment.
3. Wastewater minimization and cleaner production principles.
4. WWTP re-rating methodology.
5. Optimization techniques of WWTP units.
6. Re-rating cost estimation.
7. A possible visit by all training participants to a local paper mill's WWTP for a hands-on exercise in re-rating.

B2. Summary of Completed Task Orders

West Bank/Gaza- Drafting Accounting and Auditing Standards Legislation, Task Order No. 802, September 1, 1998 – February 26, 1999, Ceiling Price \$56,642

HO Project Management Unit: Catherine Hall, senior manager.

Task Order Objective

Write legislation that defines the authority of the Palestinian Financial Accounting Foundation (PFAF), the Financial Accounting Standards Boards (FASB), and the Palestinian Association of Professional Accountants (PAFA).

Tasks Completed to Meet Objective

Working in conjunction with a steering committee of Palestinian accountants, the project team drafted legislation designed to establish a self-regulating accounting and auditing sector and to promote the use of internationally accepted accounting standards. The Minister of Finance submitted the proposed legislation to the Minister of Justice, where it is being reviewed. Once the wording of the legislation is finalized by the Ministry of Justice, it will be passed on to the Palestinian Legislative Council for action.

Indonesia- Scenario Development, Task Order No. 805, May 5, 1999 – June 20, 1999, Ceiling Price \$43,733

HO Project Management Unit: Robert Buerghenthal, senior manager.

Task Order Objective

Provide technical assistance to an Indonesian working group of noted leaders and technical specialists convening on May 10-12, 1999. The Indonesian working group will review plans, discuss approaches, and decide on a workplan for a national dialogue on issues and problems confronting Indonesia as it negotiates the highly sensitive and delicate political transition through the current election and post election periods.

Tasks Completed to Meet Objective

Chemonics fielded two specialists in scenario development and one Indonesia expert to participate and present options at an inaugural national conference on consensus building. The Chemonics team also met with the Working Group to discuss future objectives.

USAID/Egypt- Legal/Regulatory Assessment and Training for Competitive Utility Management, Task Order No. 800, April 27, 1998 – July 31, 2000, Ceiling Price \$2,370,645

Home Office (HO) Project Management Unit: James Baker, senior manager; Jonathan Loew, project administrator; and, Lisa Chavez, assistant project administrator.

Task Order Objective

To encourage private investment in and to improve the efficiency of water utility services in Egypt.

Key Tasks to Meet Objective

Designed and introduced components of a new legal and regulatory framework for the water and wastewater sector. Activities included assessing and evaluating the country's existing regulatory framework, comparing it with best practices in other countries, identifying needed revisions, and strategizing with policymakers to strengthen the sector. Chemonics assisted in the design and management of a competitive procurement process to include marketing, bid evaluation, and negotiation. In addition, Chemonics provided training and invitational travel to cultivate support for policies that will foster the financial and managerial autonomy of local utilities.

USAID/Indonesia- Water Efficiency Team Technology for Establishment of Re-rating (WETTER), Task Order No. 808, September 30, 1999 – July 31, 2000, Ceiling Price \$59,790

HO Project Management Unit: John Strattnner, senior manager; and, Rekha Lal, assistant project administrator.

Task Order Objective

The primary objective of this task order was to provide re-rating assistance to targeted water enterprises (PDAMs). Re-rating is the process of increasing water flow through a particular system. The technical assistance was designed to help promote efficient urban water enterprise management, strengthen local government self-sufficiency, improve community health, and develop a sustainable nationwide re-rating capability.

Key Tasks to Meet Objective: The technical assistance helped increase efficient urban water enterprise management, local government self-sufficiency, community health, and professional technical operation of water production plants by establishing a nationwide sustainable re-rating capability. The capability was established in both a semi-governmental and a non-governmental organization, supporting US-AEP's intermediate objective to increase the stock of urban infrastructure.

USAID/Indonesia – Technical Assistance for the Second Water Efficiency Team (WET II), Task Order No. 806, June 1, 1999 – October 31, 2000, Ceiling Price \$1,497,000

HO Project Management Unit: John Strattnner, senior manager; and, Rekha Lal, assistant project administrator.

Task Order Objective

Provide technical assistance to financially troubled water enterprises (referred to as PDAMs), that have been hard-hit by the monetary and economic crisis in Indonesia, to help them achieve positive cash flows.

Key Tasks to Meet Objective

Perform technical and administrative audits of selected enterprises and assist in the preparation of a workable financial recovery action plan (FRAP) for each weak water enterprise. The financial recovery action plans, in conjunction with the PDAM Rescue Program, will ultimately lead to more efficient administration, an improved water policy environment, and stronger institutional structures capable of promoting and sustaining private sector development.

USAID/Dominican Republic- Critical Assistance for GODR Policy Reform Efforts, Task Order No. 801, July 16, 1998 – October 5, 2000, Ceiling Price \$1,847,128

HO Project Management Unit: Susanna Mudge, senior vice president; Casey Hanewell, project manager; Victoria Taughner, project administrator; and, Margaret Francis, assistant project administrator.

Task Order Objective

Design and implement economic policy reforms that alleviate poverty and improve the competitive position of the Dominican Republic (DR), which in turn promotes sustainable economic growth.

Key Tasks to Meet Objective

Provide critical assistance to the Government of the DR's policy reform efforts by: (1) providing strategic technical assistance on economic policy reform; (2) organizing two study tours on pension reform, and import and export procedures (3) organizing forums to discuss the topic of competitiveness and what it means for the DR and defining next steps; and (4) providing specific assistance in trade agreement compliance and intellectual property rights.

A November 1999 modification incorporated additional activities in support of a national competitive initiative in the Dominican Republic. The new activities focused on improving the national competitive capacity of the private sector and the standard of living in the DR. The five new activities included: 1) design and implementation of a national competitive strategy; 2) diagnosis, design, and implementation of a competitive strategy for the Santiago region; 3) analysis, design, and implementation of a pilot cluster

activity; 4) strengthen CAMPE/INTEC (a local NGO) capacity to address competitiveness and policy issues impacting the micro and small enterprise sector; and, 5) support competitiveness follow-up and other activities.

USAID/Jordan – Technical Support and Assessment of Training Needs and Training for Procurement and Project Management Personnel of the Ministry of Water and Irrigation, Task Order No. 804, February 25, 1999 – May 31, 2001, Ceiling Price \$1,261,013

HO Project Management Unit: Kim Nilson, project manager; and Naureen Tadros, assistant project administrator.

Task Order Objective

Enable the Water Authority of Jordan (WAJ), a division of the Ministry of Water and Irrigation (MWI), to better implement Host-Country Contracts (HCC) funded by USAID. By providing long-term technical support to the WAJ, the project is designed to improve the overall contract management efficiency of water-related procurement projects.

Key Tasks to Meet Objective

Planning and implementation of USAID-funded Host Country Contracts (HCC), under the direction of, and reporting to, the WAJ Secretary General.

USAID/Russia – Judicial Exchange Programs between Russian and US Judiciaries, Task Order No. 810, August 16, 2000 – May 16, 2001, Ceiling Price \$400,000

HO Project Management Unit: Bill Slocum, senior manager; and Natalia Stadler, project administrator.

Task Order Objective: Build upon the established partnership and cooperation between the Russian and US judiciaries through exchanges, training, consultancies, and seminars.

Key Tasks to Meet Objective: The program elements include the following activities:

- Exchanges between the Russian Judicial Department and the Council of Judges and the Administrative Office of the United States Courts, through visits to the United States and Russia-based training programs;
- Exchanges between the Russian Academy of Justice (including representatives of its cofounders, the Supreme Court and the Supreme Commercial Court) and the United States Federal Judicial Center, through trips to the United States and consulting activities; and

Work with the Collegia of Judicial Qualifications in the area of judicial ethics.

C. TASK ORDER FINANCIAL DATA

This information is included in Annex A of the report.