



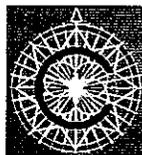
**SUPPORT FOR ECONOMIC GROWTH AND  
INSTITUTIONAL REFORM:  
LEGAL AND INSTITUTIONAL REFORM IQC**

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

Quarterly Progress Report  
April 1 – June 30, 2002

Submitted to:  
U.S. Agency for International Development

Submitted by:



CHEMONICS INTERNATIONAL INC.



July 2002

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**Chemonics Consortium  
Quarterly Progress Report  
April 1 – June 30, 2002**

***SEGIR Indefinite Quantity Contract for Legal and Institutional Reform***

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

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**A. CONSORTIUM MANAGEMENT**

**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; Natalia Stadler, 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. Debate on constitutional amendments in the National Assembly moved from the ad hoc committee to the floor of the full National Assembly. Interpretive legal commentaries on the Civil Procedure Code were completed, with final editing, publication, and distribution

expected by mid-2002. Preparatory work for publishing the decisions of the Court of Cassation progressed rapidly, with all the older decisions (dating from January 1, 1999) being data-entered and proofread in preparation for publication. Substantial progress was made in work on bankruptcy, and implementation of the Law on Public Procurements continued.

On the other hand, there were also slowdowns in certain activities. Despite the public debate, prospects of an early referendum on constitutional amendments faded, as the National Assembly chose to table discussion of the President's draft on the floor. The President himself publicly stated that it would be best for a referendum to coincide with a nationwide election, to ensure adequate voter turnout. The earliest scheduled nationwide elections are local government elections, scheduled for the fall of 2002. Thereafter, Presidential elections are to take place in March 2003, and National Assembly elections no later than May 2003.

Administratively, the project awaited approval of the modifications to the Task Order proposed by the project to USAID previously, which in turn were based on assessments conducted by USAID earlier in the year. On the Rule of Law side, the proposed modifications followed the recommendations in the assessments and proposed eliminating work on the Administrative Code and assistance to the Compulsory Enforcement Service. On the Commercial Law side, the proposed modifications would focus the project's work on the Law on Public Procurements, the Bankruptcy Law, Collateral Law, and the Law on State Registration of Legal Entities.

Chief of Party Brian Murphy resigned from the project and departed Armenia in early February. Senior Rule of Law Advisor Gahmk Markarian was appointed Chief of Party effective February 4. Senior Project Manager Bill Slocum came to Armenia from January 30 to February 5 to ensure a smooth transition after Mr. Murphy's departure. Senior Commercial Law Advisor Daniel Bosco concluded his tenure with the project and departed Armenia at the beginning of March.

### *Rule of Law Activities*

#### *Law on Legal Acts*

The Law on Legal Acts, an early draft of which the project had provided comments on, was signed by the President at the end of April and published in the Official Bulletin of May 21, 2002. Among other things, the law governs the procedure by which laws and other legal acts (Presidential decrees, Government and Prime Minister decisions, Ministerial and Agency decrees) are drafted and published. The project began updating its English translation of the law, which it will distribute to other USAID implementers upon completion.

### *Legal Commentaries*

Court of Cassation Civil and Economic Chamber Chairman Arman Mkrtumyan continued final editing/proofreading of the draft commentaries on the Civil Procedure Code prepared by himself and Vladimir Nazaryan. Due to Judge Mkrtumyan's heavy schedule, final editing and proofreading was not completed by mid-June, as expected. Even if Judge Mkrtumyan completes the final editing before the project's departure from Armenia, the project will not be able to publish and distribute the commentaries before the Task Order Completion Date of August 11, 2002. Once published, the expected impact of the commentaries will be to flesh out an important part of Armenia's legal framework relating to rule of law.

### *Institutional Development*

*Council of Court Chairmen (CCC).* The first three volumes of the Decisions of the Court of Cassation were published in June. A total of nine volumes, containing the Court's decisions from January 1999 through December 2001, will be published with project funds. The three volumes published in June contain the decisions of the Court's Chamber for Criminal and Military Cases. The remaining six volumes will contain the decisions of the Court's Chamber for Civil and Economic Cases. Each volume will have a print-run of 1000 copies.

The decisions will be distributed to all judges, the private bar, the procuracy, legal departments of government agencies, universities, libraries, and NGOs. After consulting with Court of Cassation Chairman Henrik Danielyan, it was decided to delay distribution until more volumes are ready in mid-July.

The impact of publishing the Court of Cassation's decisions is expected to be multiple. First, it will promote greater transparency in the judicial decision-making process, as the Court's decisions will be available for general public review. Second, it will provide guidance to lower courts, other state organs, and the private bar as to how Armenia's highest court of general jurisdiction is applying Armenian legislation. Third, it will promote better judicial practice. Judges, knowing that their opinions will be published and circulated among the legal community, will be forced to write better reasoned opinions. Legal scholars and lawyers will be able to identify the direction in which Armenia's jurisprudence is moving.

*Judge's Benchbook.* The project also supported the drafting of a benchbook for judges. The benchbook will be published and distributed in July to all judges and their assistants. The book is expected to improve the administration of justice by providing (in summary form) information to judges about Armenia's legal system and the key procedural rules with which judges most frequently work.

*Economic Court.* On April 30, Chief of Party Gahmk Markarian met with Economic Court Chief of Staff Arsen Mkrtychyan, who requested assistance with completing a case management computer program for the Economic Court. The Economic Court had already begun implementing electronic case intake cards and reporting forms. However, they needed funding to complete the programming work and train court staff on the new electronic case intake and reporting forms. The project agreed to support the activity and signed service contracts with four computer programmers at the beginning of May. The programming work was completed on May 10. However, since the Economic Court is awaiting the appointment of 6 new bankruptcy judges (and subsequent hiring of new staff), the training will be delayed until the new judges are appointed and the new staff hired.

In April, the project received a proposal from the Association of Judges of the Republic of Armenia (AJRA) to publish selected decisions of the Economic Court. Mr. Markarian and Ms. Galstyan met with Economic Court Chairman Hovhannes Manukyan and AJRA Executive Director Vahe Yengibaryan to discuss the idea in detail. The project agreed in principle to support the activity. In June the Economic Court and AJRA finalized the selection of decisions to be published and had them proofread and edited in preparation for publication. The project signed a contract with the publishing house on June 21 to print 500 copies of the collection. The publication is expected to be finished by mid-July. The impact of this activity will be similar to that of publishing the Court of Cassation decisions described above.

*European Court of Human Rights.* The project signed a subcontract with the Armenian Association of International Law (AAIL) to prepare and publish a study comparing the decisions of the European Court of Human Rights (ECHR) with Armenia's judicial practice. The study will review and analyze 50 Armenian court decisions in light of the case law of the ECHR and will be completed by the beginning of July. With Armenia's recent ratification of the European Convention for the Protection of Human Rights and Fundamental Freedoms, which allows Armenian citizens to bring appeals to the ECHR, such a project is very timely. The Convention, as with all treaties ratified by Armenia, is a constituent part of Armenia's legal framework. Recently, the AAIL, with support from the Friedrich Ebert Fund, published a collection of decisions of the ECHR translated into Armenian. The impact of the study will be to educate judges and legal professionals on how Armenia's judicial practice to date deviates from the norms of the Convention and the ECHR's decisions rendered pursuant thereto.

The project also agreed to support the publication of Armenian translations of selected decisions of the European Court of Human Rights (ECHR), specifically eleven decisions rendered in 2001. The project expects 500 copies of the publication to be ready the first week of July. The expected impact of publishing the ECHR decisions will be to further educate judges and legal professionals on the case law of the ECHR.

### *Legal Education Reform*

At the end of March the project received a copy of the Plan for Long-term Development of the Yerevan State University Faculty of Law from the Dean of the Faculty. The project reviewed the Plan in April and met with YSU Law Faculty Deputy Dean Karen Gevorgyan and Deputy Dean Vigen Kocharyan in early May. At the meeting, the following requests were made: 1) keep the YSU Law Faculty in mind in preparing the project's Property Disposition Plan; 2) upgrade the Law Faculty's existing computer equipment (e.g., expand the computer hard drives); 3) fund another semester of journal subscriptions for the Law Faculty; 4) support the Law Faculty's monthly subscriptions to IRTEK and the internet, perhaps through placing the requisite funds in a special escrow-type account from which payments would be made automatically after the project's departure; and 5) support the publication of the third and final volume of the textbook on the Civil Code, covering approximately the final 200 articles, dealing with such issues as succession (inheritance), intellectual property, and international private law.

Regarding the Property Disposition Plan, the project submitted a draft Plan to USAID at the end of June; the Plan recommended transferring several items of furniture to the YSU Law Faculty. Regarding the upgrade of the computer equipment, the project requested a list of desired upgrades with cost estimates in order to determine if any such work was feasible. As of the end of the quarterly reporting period the project had not received such a list. Regarding the journal subscriptions, the project funded one more semester of journal subscriptions. Regarding funding the Law Faculty's monthly subscriptions to IRTEK and the internet, after internal discussions, project staff decided against placing funds in an escrow account, as this raised difficult oversight issues. Regarding publishing the third and final volume of the Civil Code textbook, the project requested a cost estimate to determine whether this activity would be feasible, but as of the end of the quarterly reporting period had not received it.

### *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](http://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. The publication funded by the grant to IUAA ("Young Advocates' Handbook") has been distributed to young lawyers and universities.

*Free Legal Aid (Second Grants Competition).* The following six grants were awarded in December 2000 under the project's second grants competition, which was for the

provision of free legal aid: 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 for Youth Legal and Social Support" NGO, for a project to improve the legal protection of elderly people living in Yerevan. All six grants were completed between January and March 2002, with the grantees submitting their final reports.

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

The following six grants were awarded in May 2001 under the project's third grants competition, which was for initiatives aimed at improving public perception of the legal and judicial system: 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 courts operating procedures 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 Union" 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. The grants to "Young Shirakatsi" and "Collaboration for Democracy Union" were completed in May; the grant to "Femida" was completed in June. The final project activities are described below. The remaining three grantees are expected to submit their final reports in July.

In April, "Young Shirakatsi" published the tenth issue of its publication "Tapantsik Dataranner" ("Transparent Courts"). The April issue contained: 1) an update on three cases described in previous issues; 2) a complaint in a case in the Economic Court between a limited liability company and the City of Gyumri relating to recognition of a right in property; and 3) a verdict in a murder case in the Court of First Instance of the Marz of Shirak. On April 25, USAID Project Management Specialist Bella Markarian, Project Chief of Party Gahmk Markarian, and Project Grant Program Coordinator Liana Sahakyan conducted a site visit to the Young Shirakatsi NGO. The three met with the NGO's president and accountant, and the University's Rector and Prorector. The Prorector stated that the project had been very useful for the university's students, who

had observed and become familiar with the operation of the courts. The grantee submitted its final report in May. From July 2001 through April 2002, the grantee published 10 issues of its publication "Tapantsik Dataranner." The publications typically contained copies of documents (e.g., indictments, complaints, decisions) from actual court cases in the Court of First Instance of the Marz of Shirak, as well as articles reporting on roundtables organized by the grantee. The grantee published 200 copies of each issue, which it distributed for free to staff and students of Gyumri's Imastaser Anania Shirakatsi University, as well as to the general population of Gyumri. The publications were also used at the law faculty of the university as educational materials. Overall, the grantee reported on 30 court cases and held five roundtables.

The "Collaboration for Democracy Union" NGO also submitted its final report in May. The grantee had broadcast its first film, on the subject of divorce, in mid-October; its second film, on "The Right of Property in Armenia," in mid-December/January; its third film, on "The Right to Remain Silent," in early March; and its fourth film, "The Third and Fourth Branches," in April. With that, the grant-funded activity was completed.

The "Femida" NGO submitted its final report in June. In May and June, "Femida" published the 24<sup>th</sup> and 25<sup>th</sup> issues of its publication "Mamul yev Iravunk" ("Media and Right"), which were the sixth and seventh issues of the publication funded out of the project's grant. (Previous issues had been funded by a grant from the Eurasia Foundation.) The grantee publishes 99 copies of "Mamul yev Iravunk," which it distributes to journalists covering legal issues. Over the life of the grant, the grantee organized several meetings and discussions to review the draft code of professional conduct for journalists writing on legal topics. The code of conduct was published in February 2002. The grantee also engaged in court monitoring, the results of which were published in "Mamul yev Iravunk."

The "Association of Investigative Journalists" NGO published its bulletin, "The Positive and the Negative in RA Judicial Practice," containing analytical articles about various courts cases, at the end of June. The grantee's final report is expected in July.

In May, the "Word & Right" NGO published its fourth and final bulletin, titled "Analyses and Interpretations of Court Cases Brought Against Mass Media and Journalists from 1996-2000," subtitled "Dialogue, the Moving Force of Society's Progress." The issue contained three verdicts from courts of first instance in media-related cases, the verdict of the Court of Appeal for Criminal and Military Cases in one of those cases, and analytical articles on each case. The issue concluded with answers from journalists and other observers to questions posed by the grantee. The grantee publishes 3000 copies of its bulletin, which it distributes for free among journalists and legal professionals and posts on its website, <http://word-right.top-agency.am>. On June 12, the grantee conducted a seminar to discuss the publication. Approximately 20 people attended the seminar, including journalists, CCC employees (including the JTC Director), and political figures.

The seminar was the last activity scheduled under the grant; the grantee's final report is expected in July.

The "Helsinki Association" submitted for publication the fourth issue of its bulletin and its brochure, each of which will have a print-run of 1000 and be published and distributed in July.

*Strengthening Legal Aid Centers (Fourth Grants Competition).* The purpose of these grants is to support NGO initiatives aimed at developing a sustainable legal aid system that will provide regular assistance to vulnerable groups of the population. Grants were awarded to projects pursuing one or more of the following objectives:

- Building and/or strengthening of NGO coalitions aimed at improvement of legal protection of vulnerable groups of the population;
- Promotion of a favorable legal framework and state policy supporting development of a sustainable legal aid system;
- Other activities contributing to the establishment and operation of a sustainable legal aid system in Armenia.

Four grant awards were awarded on March 18 to the following grantees:

- 1) International Union of Armenian Advocates (IUAA), for a project aimed at development of the methodology and internal rules for the establishment of pro bono services within the IUAA. Project activities include development of a detailed methodology of pro bono services and drafting a Concept Paper on free legal aid in Armenia for further submission to the National Assembly and Government. The project also includes production of television programs and a series of meetings with representatives of regional government aimed at promotion of the free legal aid concept in the country.
- 2) Armenian Young Lawyers' Association, for a project aimed at building and strengthening a coalition of NGOs providing free legal aid to the population of Armenia. This will be achieved through the organization and holding of a NGO proposals fair, as well as development and publication of a web site aimed to inform both donors and the public about activities and plans of coalition members. Assistance in development of proposals will be provided to the project beneficiaries during the preparation of the NGO fair.
- 3) Mental Health Foundation, for a project aimed to develop a sustainable legal aid system for people with disabilities. The project, which will be implemented by a coalition of four NGOs, foresees the elaboration of new mechanisms of a legal protection system through the development of a sustainable legal aid system, preparation of policy recommendations, publication of brochures and organization of roundtable discussions.

- 4) Center of Youth Legal and Social Support, for a project aimed at the establishment of legal clinics for students of private universities. Project activities include development of the draft charter of legal clinics, their annual work plan and fundraising strategy.

Disbursement of funds to all four grantees began in March and continued through this quarterly reporting period. The Mental Health Foundation submitted its final report in June. The other three grantees' final reports will be submitted in July.

The Mental Health Foundation published its grant product, a booklet titled "Legal Aid for the Disabled," containing information on the relevant experience of foreign countries, the role of social services in legal protection of disabled people, and basic methods of the protection of disabled people. The booklet had a print-run of 2000 copies and was distributed throughout Armenia. In early June the grantee conducted a roundtable discussion in Dilijan on "The Creation of a Sustainable Legal Aid System in Armenia for People with Mental Disabilities," as a result of which it prepared a Recommendation with the same title. The grantee will distribute the Recommendation to interested state and non-governmental organizations. Also in June, the grantee submitted its final report, which reported on the work done over the life of the grant: the creation of a group of experts to prepare the booklet described above; several working meetings by that group in both Yerevan and the regions; the conference in Dilijan described above; and the preparation and distribution of the Recommendation.

On May 22 and June 22, the International Union of Armenian Advocates conducted and broadcast two roundtables on the topic of free legal aid. The grantee prepared drafts of a methodology for pro bono services and a Concept Paper on free legal aid, which had not been finalized as of the end of June.

The Armenian Young Lawyers' Association (AYLA) organized a conference on free legal aid in Sevan from May 29-31 for all of the NGOs intending to be part of the coalition. Other project grantees – the International Union of Armenian Advocates and the Center of Youth Legal and Social Support – are also members of the coalition. Project Chief of Party Gahmk Markarian attended the first two days of the conference, which was primarily devoted to reviewing and discussing the draft Working Procedure of the coalition to sort out issues of how the coalition will operate in practice. The test version of the coalition's website was also presented and discussed. On June 18 the grantee organized a presentation of the coalition's website, which became operational under the address [www.legalaid.am](http://www.legalaid.am). The grantee also published a leaflet and a brochure about the coalition.

The Center of Youth Legal and Social Support prepared and then finalized the draft charter and curriculum for legal aid clinics. The grantee is working with the following universities: "Hyusisayin" University of Yerevan; "Progress" University of Gyumri;

Economics University named after Kirk Kerkoryan; Armenian Open University; and “Management” University of Yerevan.

### *Commercial Law Activities*

#### *Drafting/Passage of Laws*

*Bankruptcy Law Amendments.* Project Bankruptcy Specialist Bob Feidler was in Armenia from April 11 to April 30 to work on the new bankruptcy law. Both the Deputy Minister of Justice and the Chairman of the Economic Court had participated in the project’s March 2002 U.S. Bankruptcy Study Tour. They returned to Armenia with some new ideas to put into the draft law. On April 20, the project held a roundtable discussion with licensed bankruptcy administrators on the draft concerning provisions clearly defining duties and responsibilities of the administrator, the legal status of the administrator and the functions of a self-regulatory organization, as well as other issues. On April 28, the project held a roundtable discussion on the issues of self-regulating organizations, licensing of bankruptcy administrators, automatic stay and adequate protection of the secured properties. Also in April, a chart reflecting how the draft Armenian law compares to the World Bank Insolvency Principles was prepared, reflecting about 90% compliance with those principles. This chart was shared with the MOJ.

In June, Mr. Feidler returned to Armenia and, together with the project’s bankruptcy group and Deputy Minister of Justice Mukuchyan, reviewed the legislative strategy for the bankruptcy bill and briefly discussed some substantive provisions. Further discussions occurred with Deputy Minister of Justice Mukuchyan regarding the adoption of a number of suggestions that had been made in late April. On June 15, the Deputy Minister agreed to these changes as well as several others that had come up in the interim, primarily dealing with filing fees and administrator fees. This represented a substantial leap forward from the December 2001 draft, which had been the ‘base’ document. The June 17 draft substantially addresses nearly all the principles enumerated by the World Bank as essential to a modern and efficient insolvency system. A new draft based on the June 17 draft is expected to be finished by August 1. This draft will then be circulated to the Government. The Deputy Minister of Justice predicts that the draft law will be submitted to the National Assembly by October 1.

*Amendment to Bankruptcy Law re: Lease Rights.* The National Assembly adopted on May 20 amendments to the bankruptcy law to modify leasing rights in bankruptcy. The President of the Republic signed the amendments on June 12, and they were published in the Official Bulletin on June 26, taking effect upon publication. The amendments incorporate what the Project had proposed, with some minor modifications.

*Bankruptcy Conference.* On June 13, together with EU/TACIS’s Armenian-European Policy and Legal Advice Center (AEPLAC), the project conducted a conference on

bankruptcy. The conference was moderated by Chemonics' bankruptcy specialist, Bob Feidler, and AEPLAC's bankruptcy expert, Thomas Vennen. Speakers included Deputy Minister of Justice Tigran Mukuchyan, National Assembly Deputy Vardan Bostanjyan, Economic Court Judge Anatoly Matevosyan, the Deputy Head of the Legal Department of the Ministry of State Revenues, the presidents of the two bankruptcy administrators' NGOs, and representatives of the banking sector. Major topics of discussion included: the status of the pending legislative amendments to the bankruptcy law; the role of the courts; payment mechanisms for administrators; barriers to entry (high filing fees); the need for expedited liquidation procedures while encouraging reorganization; employment and human rights policy; the need to respect the interests of debtors and creditors; and claims of the State and their proper priority and impact on a case. The conference was widely covered by the media. The coverage was positive and praised the event as a success.

*Law on Bankruptcy Judges of the Economic Court.* On April, a draft law to amend Armenia's Law on the Judiciary to add six judges to the Economic Court was submitted by the Government to the National Assembly. On April 26, the National Assembly's Standing Committee on State and Legal Affairs heard Deputy Minister of Justice Mukuchyan's presentation of the draft. Mr. Mukuchyan stated that the six new judges would work exclusively on bankruptcy cases, and that three of the six would be transferred to the Economic Court from the Civil Court of Appeal. The Committee gave the draft a positive conclusion. The draft went to the floor of the National Assembly for first reading during the parliamentary session beginning April 29. The law was passed by the National Assembly on second reading on May 15, was signed by the President of the Republic on June 11, and took effect upon its publication in the Official Bulletin on June 26.

*Labor Code.* At the Ministry of Justice's request, the project had translated the draft Labor Code prepared by the Ministry of Justice into English and located an expert to comment on the draft. The Scope of Work for the proposed expert, James Mulkeen, was approved by USAID at the end of February. In March, the translation was finalized and sent to Mr. Mulkeen for his comments. Mr. Mulkeen sent his comments to the project in May. The project then forwarded the comments to USAID.

*Insurance Law.* In February, USAID provided the project the draft Law on Amendments to the Insurance Law, together with a related draft law making amendments to the Civil Code. The two drafts are internal drafts of the Ministry of Finance and Economy, on which the Ministry requested expert comment prior to sending the draft to the Government. The project's proposed expert, Ms. Lena Zezulin, was approved by USAID in March, and the translations finalized and sent to her. Ms. Zezulin's comments arrived at the project office on April 25 and were sent to USAID while being simultaneously submitted for translation into Armenian. The Armenian translation was completed and sent to USAID in May.

## *Institutional Development*

*Data Collection Project by Bankruptcy NGO.* The ABAIE completed the collection phase of the survey at the end of May and began preparing statistical tables. The project was completed on time and presented a reasonably clear picture of bankruptcy practice in Armenia. There are about 1500 pending bankruptcy cases in Armenia. Virtually all are businesses, liquidations, and involuntary cases filed by the Ministry of State Revenues (MSR) or the State Pension Fund against delinquent taxpayers. The MSR typically recovers about 8% of the amount of the debt owed to it. In raw numbers, it has collected a little over \$6 million out of over \$70 million in debt owed to it. Although 163 cases have been historically completed in Armenia, no cases have been completed by the Economic Court since it assumed jurisdiction in October 2001. It is expected that with the addition of six judges to specifically handle bankruptcy, the court will become more efficient.

*Bankruptcy Newsletter.* The ABAIE published the second issue of its newsletter "Issues of Bankruptcy" in May, with support from the project and an article by Bob Feidler in English and Armenian.

*Bankruptcy Website.* With project support, the web page of the ABAIE, [www.bankruptcy.am](http://www.bankruptcy.am), became operational at the end of May. Mr. Feidler substantially revised the English-language version in June. The Chemonics Home Office made several technical suggestions, which project staff passed on to the ABAIE. The ABAIE started revising the web page based on these suggestions.

*Work with Ministry of State Revenues on Pilot Bankruptcy Cases.* In April, the project completed and presented to USAID an Exit Strategy Report, which reflected that the project had nearly completed its work with the MSR and would be able to exit all cases in May. The project gave an oral briefing to the Shengavit District Tax Inspectorate of the MSR on the status of cases. Work continued on development of a Bankruptcy Manual for use by the MSR. The Manual would incorporate the bankruptcy team's experiences in monitoring the pilot cases; their recommendations regarding operational issues of the MSR on bankruptcy cases; analyses of pilot cases; important data; and useful contact information. The Manual is expected to be completed by mid-July. In May, the project officially exited from the six pilot cases.

*Procurement Training Manual for State Officials, Judges, Lawyers.* The project continued working on a training manual for the next phase of training activities on the Government Procurement Law. The manual is expected to be completed by the beginning of July. The Ministry of Finance and Economy will use the manual for the next phase of training activities it conducts. These trainings will likely take place after the project's conclusion. The project and the Ministry jointly decided not to commence the training activities at this time, given the project's limited resources and the undesirability of having a training series be only partially completed.

*Procurement Web Page (www.procurement.am).* Ms. Martirosyan continued to coordinate with the Ministry of Finance and Economy (MFE) on the procurement web page. The website, whose creation was supported by the project, began operating in April with final USAID approval. This month the latest decisions of the MFE and the latest issue of the Official Procurement Bulletin were published on the website.

*Work with Second Bankruptcy NGO.* On May 15, Project Chief of Party Gahmk Markarian met with Stepan Abrahamyan, the President of the “Guild of Anti-Crisis Administrators and Independent Experts,” and two Guild members, Mikayel (“Misha”) Grigoryan and Armen Abryan. This is a second NGO of bankruptcy administrators. Mr. Abrahamyan said that his organization will focus on reorganizations; that they will cooperate with the ABAIE and with Deputy Minister of Justice Mukuchyan; and that they currently have 10 members who are working on about 100 bankruptcy cases. They are aware that the project is nearing its end, but requested that the project consider some activities that could be completed in the time remaining. Mr. Markarian pointed out that very little time remains and that project resources are limited, but promised to see if there were any possibilities. The NGO also asked to be considered when the project disposes of its property at the end of the project. Mr. Markarian gave them contact information for both World Learning (implementing the USAID NGO Strengthening Program) and the Eurasia Foundation (USAID-funded organization awarding grants).

#### *Training Delivery*

*Procurement Training.* From May 14-17, the project supported back-to-back two-day trainings for businesspersons (i.e., potential suppliers and contractors) on the Government Procurement Law. The trainings took place in Tsaghkadzor, with approximately 15 participants at each session. The evaluation forms were overwhelmingly positive.

#### *Rule of Law and Commercial Law Activities*

##### *Public Awareness*

*Procurement Brochure.* Work on a plain-language brochure describing Armenia’s procurement system continued throughout the quarterly reporting period. When finished it will be translated into English and Russian, which are the required languages in which to publicize procurements whose estimated value exceeds a prescribed threshold amount.

*Interview with Noyan Tapan.* Project Chief of Party Gahmk Markarian was interviewed about Project activities by the Noyan Tapan news agency on June 14. The interview was published in the June 17 issue of the weekly “Noyan Tapan Highlights.”

*Legislative Clearinghouse.* English translations of Armenia Economic Court verdicts and Armenian laws are available on the project website:  
[http://www.liriqc.com/LIRIQC\\_Task\\_Order\\_807\\_Armenia\\_Rule\\_of\\_Law.html](http://www.liriqc.com/LIRIQC_Task_Order_807_Armenia_Rule_of_Law.html).

**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 \$7,608,535**

*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**

*Rural Land Reform*

This quarterly reporting period, 1980 individuals participated in KLR Land Rights Workshops, of which 460 (23%) were women. The average number of participants at each workshop was 52. Work continued on the radio program “Land and People”. Eight transmissions were completed in April, nine transmissions in May, and eight transmissions in June.

Also this quarter, KLR started a training program for NGO partners to conduct their own Land Rights Workshops. By the end of May, KLR had trained various NGOs in each oblast on all three Land Rights Workshops. Out of these, 21 NGO partners were chosen and two representatives from each partner NGO were given Training for Trainers. Most (57%) of the representatives are veterans of the mass media campaign “Your Right to the Land,” organized by KLR. In June, 21 village clusters (*aiyl okmotu*) were selected and designated as focus villages, where KLR project specialists will give “on-the-job-training” to the NGO trainers. A total of 1,268 individuals participated in KLR/NGO partner workshops,

including 424 (33.34%) women. The average number of participants per workshop was 60 persons.

### *Urban Land Reform*

*Urban Land Sales.* The first urban land sales were realized in the city of Tokmok. Three parcels were sold for a total sales price of 64,359 som (USD 1,341). The sales represented an average of 96.4% of the appraised fair market value of the properties. The values attained are far above the “normative values” usually used to determine sales or rental values. As such, they represent a significant step towards the city’s ability to move its capital frozen in land into generating immediately realized funds for the municipal budget, as well as encouraging local business investment.

In urban land sales to date, KLR has achieved the following results: 25 parcels of urban land under private enterprises were purchased from their local municipality, providing a total of 2,372,000 som (US \$49,422) to local budgets. The sales were in Osh, Bishkek, Djalal-Abad, Tokmok and Balykchy (listed in order of sales volumes). A greater volume of sales is in the pipeline. To date, seven cities have approved the project’s land sales procedures.

Based on a thorough review of accomplishments, prospects, and problems regarding urban land privation, KLR experts revealed corruption in the land privatization system. Many land parcels are acquired illegally and others, due to misinformation, are acquired improperly. Taken together, the result is an enormous loss of budget revenue for municipal governments. The project developed a strategy for resolving these problems. To deal with straightforward corruption in land acquisition, those who abuse the system must pay a price. The price for those who respond to an amnesty offer will be to finance the cost of a market-based appraisal of their land parcel. Also, they must either purchase the land at a fair price through transparent transactions or rent the land at rates derived from the market-based appraisal. As this would best be accomplished in a reform-oriented locality, KLR identified an appropriate location and local leader to carry this out. The mayor of Osh has agreed to launch this effort in his municipality. KLR drafted a detailed strategy leading to the reclamation of illegally transferred land parcels in Osh. KLR believes that implementation of this strategy will inhibit further illegal transactions, increase the number of legal land privatizations, substantially increase municipal government income, and set a standard for other municipalities around the country.

*Urban Land Sales Workshops.* This quarterly reporting period, KLR held 15 Urban Land Sales Workshops. The number of participants was 238 persons (170 businessmen, 68 members of local administrations), 73 of whom were women. To date, KLR has conducted 51 Urban Land Sales Workshops. The total number of participants comprises 1237 individuals (767 businessmen and 469 representatives of state administrations), including 318 (26%) women. The average number of participants at each workshop was 24.

*Zoning.* Zoning work in Tokmok then proceeded according to the work plan. The map of existing land use was completed. Zoning regulations were discussed in a public hearing (the first public land use hearing in the country) and were subsequently passed by the local city council (Kenesh). Studies and maps of existing market use were completed in Djalal-Abad, Osh, and Cholpon-Ata. The writing of zoning codes and procedures is underway in each of the cities.

*Mortgage Underwriting Capacity Building.* On June 13, in response to requests from the Kyrgyz government, KLR and Gosregister jointly organized a National Conference on Mortgage Finance. Participants included representatives from all existing commercial banks, the National Bank, state agencies, and international donors. Six speakers made presentations, including: representatives from KLR; the Director of Gosregister; the President of the Stock Exchange; and representatives of the Ministry of Justice, the National bank, and various international donor organizations. One of the results of the conference was the establishment of a working group to revise mortgage legislation and make specific recommendations for amending existing laws. The working group held their first meeting on June 24 and will continue to meet bi-monthly. The most significant result of the conference was that KLR established working relationships with a majority of the commercial banks. At their request, KLR will provide mortgage-underwriting training to each commercial bank starting in September.

*Real Estate Appraisal and Brokerage.* The most significant problem in appraisal is increasing the accuracy and credibility of appraisal opinions on the market value of land plots offered for sale. This problem affects equally buyers (in deciding to purchase a land plot) and city land sales commissions (in deciding whether to accept the offer). In May, KLR sent its leading appraisal specialists (short term consultants) to Osh to review existing appraisals, identify deficiencies, and work on resolving them. They also met with deputies from the Osh city land sales commission and representatives of the local Gosregister and Architectural Committee offices to ensure that they understood and accepted the appraisal process.

One of the most beneficial aspects of the land sales program is the production of a growing database of comparable sales, one derived from transparent decisions made by publicly responsible public bodies. This is a significant step forward in terms of “civilizing” the real estate market. To facilitate this process, KLR began developing a standard “Comparable Sale Data Sheet” which can be used to capture the details and characteristics of sales throughout the Kyrgyz Republic and which will serve as a fact-based database of real market values to be used by appraisers, lenders, and other market analysts.

With the project’s support, the Kyrgyz Association of Appraisers conducted a quarterly national meeting of its membership to report on association finances, present the association’s training plan, and implement planning for their September international

Congress. The project will support the realtors' association participation in the international congress of the Russian Guild of Realtors.

### *Water Law Reform*

The project has completed its third draft of the proposed new Water Code for the Republic. This draft is available in Russian and English on the project website ([www.landreform.kg](http://www.landreform.kg)) and will be the version introduced for passage to the national parliament in September. An intergovernmental working group has been formed to pilot the law through the parliament. KLR water specialists completed official procedures for establishing the Governmental Working Group for Water Code drafting. The group was finally established on June 26 and has held a preliminary, organizational meeting. Henceforth, KLR water specialists will prepare draft agendas for the meetings of the working group, as well as handouts (detailing options on issues such as institutional arrangements, tariff setting, costs of such reforms, etc.), and revisions to the Guide to the Draft Code.

### **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, the project moved forward with operationalizing the regulatory agency. Since it appears that EWRA will not be established before the close of LIRR-II, the project will opt for preparing an “example” agency strategic plan. David Jankofsky began work on the EWRA strategic plan on April 22; the strategic, organizational, and personnel plans were completed in mid-May. The LIRR-II organization and staffing plan was modified to apply GOE organizational and positional terminology. Some changes in departmental functions and staffing levels were suggested. This was completed in May 2002. The EWRA budget template was designed, incorporating logistical and IT planning assumptions. A five-year budget will be developed once the staffing plan has been completed. A review of regulatory agency financing approaches to support regulatory autonomy will be prepared by July 15, 2002. A model for the AGOSD Septic Tank Hauling Model was developed (no historical data was available). Progress was made on the EWRA/CDPSP Program Coordination concept paper.

A first draft of the Tariff Analysis Manual for government-owned utilities was submitted to Dr. Beyaly on April 7, and a comprehensive manual was submitted to Dr. Beyaly on April 20. A simpler model and manual are being prepared for immediate use by the New Urban Communities Authority, the *de facto* regulatory authority for the new urban communities. Training on the main model to be provided through USAID’s DT2 project.

Ministry interest in the new urban communities required the project to focus on the rate application for Sixth of October governmental utility operation and the tariff analysis for the Sixth of October/Sheikh Zayed management contract in April. The Sixth of October/Sheikh Zayed Cities Tariff Model was developed on the following basis: used NUCA provided numbers on May 12, 2002; based projected assumptions on projection figures in LIRR Final Pre-feasibility Study, except for % wastewater flow (used 80% according to Egyptian code); revised Port A and B of Guidelines; translated Excel model into Arabic. A draft “Final” of the Beheira tariff study was completed (model, textual accompaniment, and powerpoint presentation) and reviewed by the BWC chairman and other BWC officials on May 22. The final Sixth of October and Beheira Pilot Tariff Study was submitted to USAID in English and Arabic. The project also provided hands-on training related to Sixth of October/Sheikh Zayed Tariff model to the NUCA Tariff committee and CDPSP on May 12. Finally, the Alexandria Model is being revised to incorporate comments and reflect Alexandria’s circumstances, which include several complications, the most challenging being the treatment of the several types of AWGA sales outside the city area.

As part of the capacity building component, the project completed the translations of CDPSP Draft Regulations and the Toolkit. The Project Development Fund document, charter, and by-laws have been translated; this document is now being revised to reflect the Presidential Decree/Regulation for MHUUC’s existing Fund for Researches and Studies, under which PDF will be established. The EWRA/CDPSP coordination plan is being prepared. Although the EWRA has not been established, the proposed coordination

plan will be based on the proposed EWRA outline previously submitted by LIRR-I. The project also completed a draft of CDPSP Proposed Implementing Rules and Regulations (PIRR). The draft is closely integrated with the Model Procurement Documents and Model Contracts contained in the CDPSP Toolkit in order to standardize tendering and bidding procedures in the W/WW sector. The draft regulations were formally submitted.

The project delivered several presentations: 1) a presentation to NUCA on the pre-final Structure of the Transaction for Sixth of October City. NUCA approved the transaction structure; 2) a presentation to NOPWASD on the Beheira Transaction prior to its delivery to the MHUUC High Steering committee for Utilities; and 3) a presentation to MHUUC on the Beheira Final Pre-feasibility Study. The project met with the Sixth of October Development Agency Officials to confirm Electrical Power Loads for the WWTP. Terence Driscoll reviewed the calculations. The project developed alternatives for the Beheira Transaction – to find out how the transaction would be affected if BOT International Committee instructions and regulations were incorporated.

**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:

In May, seven U.S. consultants traveled to Zambia to conduct a Mediator Training and Settlement Week in Livingstone. During the event, six recently trained Zambian mediator trainers conducted their first training class and mentored their first class of newly trained mediators, with the guidance and support of U.S. trainers. The U.S. trainers also delivered a two-day judicial training about mediation for 31 Zambian judges. The week following these training programs, newly trained mediators mediated cases during Settlement Week. The event was successful, judging from the high settlement rate for the Livingstone Settlement Week.

In June, the trip report for the Livingstone Training and Settlement Week was submitted to USAID. As stated in the report, the Livingstone jurisdiction now has mediation incorporated into the operation of its justice system. However, since only 6 of the original group of 12 Zambian Trainers participated in the Livingstone event, the report recommends that 4 U.S. consultants return to Zambia and work with this group of Zambian Trainers during a mediator training and Settlement Week in Lusaka. Given the potential demand for training of mediators in Zambia, the country would benefit from having a full complement of 12 Trainers who have completed the same training and mentoring process. The training could be scheduled in concert with the expansion of mediation to the Industrial Relations Court or in conjunction with a Settlement Week in the High Court. This activity, if approved by USAID, will be targeted for November 2002.

## **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 Buergethal, 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 Strattner, 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 Strattner, 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.

**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.

### **C. TASK ORDER FINANCIAL DATA**

This information is included in Annex A of the report.

**ANNEX A**

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**Financial Data of Task Orders**

ANNEX B

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**Task Order Summary Sheet**