

PNABN-117

80605

**Small Enterprise  
Development In  
Armenia**

**Programming  
Recommendations  
for Peace Corps  
Volunteers**

*GEMINI Technical Report No. 52*

# **GEMINI**

**GROWTH and EQUITY through MICROENTERPRISE INVESTMENTS and INSTITUTIONS  
7250 Woodmont Avenue, Suite 200, Bethesda, Maryland 20814**

**DEVELOPMENT ALTERNATIVES, INC. • Michigan State University • ACCION International •  
Management Systems International, Inc. • Opportunity International • Technoserve • World Education**

# **Small Enterprise Development In Armenia**

## **Programming Recommendations for Peace Corps Volunteers**

by

**Timothy J. Smith**

**Development Alternatives, Inc.**

**July 1992**

**This work was supported by the U.S. Agency for International Development through a buy-in to the Growth and Equity through Microenterprise Investments and Institutions (GEMINI) Project, contract number DHR-5448-Q-36-9081-00.**

## TABLE OF CONTENTS

	<b>Page</b>
<b>INTRODUCTION</b>	<b>1</b>
<b>PART ONE</b>	
<b>NATIONAL CONTEXT FOR SMALL BUSINESS DEVELOPMENT</b>	<b>3</b>
<b>ARMENIA: AN OVERVIEW</b>	<b>3</b>
<b>ECONOMIC CONDITIONS AND REFORM</b>	<b>4</b>
Agricultural Privatization	<b>5</b>
Industrial and Enterprise Privatization	<b>7</b>
Local Government Reform	<b>8</b>
Small Business Issues and Problems	<b>9</b>
<b>PART TWO</b>	
<b>PROJECT DESIGN</b>	<b>11</b>
<b>SUMMARY OF FINDINGS</b>	<b>11</b>
Volunteer Assignments	<b>12</b>
Site Selection Criteria	<b>12</b>
Counterpart Obligations	<b>13</b>
<b>ANNEX A: CONTACTS</b>	<b>A-1</b>

## **INTRODUCTION**

**At the request of the Government of Armenia, the U.S. Peace Corps plans to send 40 volunteers to Armenia by the end of 1992. Many of these volunteers will be qualified to work in the general area of small enterprise development (SED) and will have individual expertise in areas such as economics, planning and economic development, public administration, management, business development, and credit and banking.**

**This report is based on the work of a four-person Peace Corps project design team, which visited Armenia for 10 days in June and July 1992. During that time, the team worked in the cities of Yerevan, Kumayri (formerly Leninakan), and Artashat. Interviews were held with government officials, community leaders, U.S. Embassy staff, entrepreneurs, and representatives from small business associations and educational institutions.**

**The team's work had three principal objectives: negotiating a government-to-government agreement for the start-up of a Peace Corps program in Russia, examining administrative and operational issues in carrying out the program, and designing projects in small enterprise development and English language training. This report concerns itself only with the SED project design; the list of contacts at the end of the report includes only those persons who were interviewed in that context. Separate reports will be prepared on other matters addressed by the team.**

**This report is divided into two parts. Part One provides an overview of developments at the national level that affect Armenia's small business sector. Within Part One, sections examine recent political events, the status of national economic reform efforts, local government reform, and special problems confronting emerging entrepreneurs. Part Two outlines a proposed SED project design, including volunteer job descriptions, recommended qualifications, and criteria for volunteer placements.**

## PART ONE

### NATIONAL CONTEXT FOR SMALL BUSINESS DEVELOPMENT

#### ARMENIA: AN OVERVIEW

For many people, the name Armenia is synonymous with the words struggle and persecution. Situated in one of the most rugged, earthquake-prone regions of the Caucasus, Armenia has been subjugated to Persian, Turkish, and Russian rule. In 314 A.D., Armenia was the first country in the world to adopt Christianity, but it remains bordered largely by non-Christian and often hostile nations.<sup>1</sup> Religious and ethnic distinctions endure as sources of serious regional conflicts, and today Armenia is engaged in battle with neighboring Azerbaijan over the fate of the predominately Armenian enclave of Nagorno-Karabakh, situated within Azeri territory.

At the beginning of the twentieth century, Armenia's territory extended into present-day Turkey, encompassing an area more than double Armenia's current size. In 1915, the Turks uprooted, deported, and killed masses of Armenians during a pogrom that resulted in the death of an estimated 1.5 million people and contributed to the worldwide diaspora of ethnic Armenians. The Bolsheviks first endeavored to control Armenia in 1918, but Soviet domination of the country was not secured for another three or four years.

In March 1935, Armenia's centuries-old aspiration for independence was rekindled with the rise to power of Mikhail Gorbachev and his call for economic and political reform under *perestroika*. In July 1990, Armenia followed the path of many former Soviet bloc countries and established a popularly elected national government. The following month, the country's Supreme Council (or Parliament) declared Armenia's independence, but it was another year before this declaration was affirmed overwhelmingly in a national referendum. In October 1991, Levon Ter-Petrosyan was elected Armenia's president, with 83 percent of the vote, and, in less than six months, Armenia joined the Commonwealth of Independent States and was seated at the United Nations.

Armenia is the smallest of the former Soviet republics, with a territory of about 29,800 square kilometers — slightly larger than Maryland. Total population is estimated at 3.4 million persons. Armenia has the most homogeneous population of the former republics — ethnic Armenians constitute nearly 95 percent of the population, while Russians and Azeris represent 1.6 percent and 2.6 percent, respectively. Another 3 million Armenians are scattered throughout the world, including a large community in the United States.

Armenia's emergence into the community of nations has been overshadowed by the seemingly intractable conflict over Nagorno-Karabakh. Nagorno-Karabakh is an enclave of some 150,000 Armenians situated within Azerbaijan itself and separated from Armenia by only a few kilometers. Jurisdiction over the enclave has been contested historically, but open conflict between Armenia and Azerbaijan had been suppressed by the Soviets. The unraveling of the Soviet Union coincided with rising emotions over Nagorno-Karabakh, in large measure brought about by a sharp decline in Nagorno-

---

<sup>1</sup> Armenia is bordered to the west by Turkey, to the south by Iran, and to the east by Azerbaijan. Georgia, a predominately Christian nation, is situated to the north.

Karabakh's Armenian population since the early 1970s — a decline that Armenians attribute to Azeri persecution.<sup>2</sup> Over the past year, the Nagorno-Karabakh conflict has erupted into an undeclared war between the two countries. Fighting has been confined largely to Nagorno-Karabakh itself, with the exception of occasional shells lobbed into Armenia's border villages, but there is fear of a wider regional conflict involving Turkey or Iran.

Even if the battle is contained, already Armenia has suffered economically. The country is dependent entirely on imports for petroleum-based energy. Until the winter of 1991-1992, oil and gas had been shipped from Russia through pipelines running through Azerbaijan and Georgia, but in September 1991, Azerbaijan imposed a railway blockade on Armenia and shut down the oil pipeline two months later. At the same time, energy flows from Georgia were interrupted by South Ossetia, an independence-seeking region in northern Georgia through which the pipeline runs.<sup>3</sup> Currently, Armenia receives only about 10 percent of its needed energy resources. Armenians suffered a long, cold winter without heat or hot water; electricity supplies remain erratic; and continuing energy shortages have dampened economic activity.

### ECONOMIC CONDITIONS AND REFORM

Prior to the break-up of the Soviet Union, Armenia was dependent on trade with other Soviet republics for raw materials, energy supplies, and food products. The breakdown of inter-republic trade has hindered Armenia's economic performance, but a general economic slowdown had already begun in the mid-1980s. Between 1971 and 1985, Armenia's Net Material Product (NMP) expanded at an annual rate of 7 percent.<sup>4</sup> By 1986, however, the economy began to contract sharply, and the NMP fell at an annual average of 1.5 percent over the next two years.

In December 1988, the northern part of the country was devastated by a severe earthquake that damaged or destroyed an estimated 30 percent of Armenia's industrial capacity. The earthquake killed 50,000 people and left 200,000 homeless. In the ensuing months, a spurt of reconstruction activities pushed the NMP up 14 percent for 1989, but national economic growth fell by an estimated 9 percent in 1990 and 12 percent in 1991. By late 1991, about 85 percent of the country's industries had ceased to operate, largely as a result of the Azeri blockade.<sup>5</sup> Currently, some local officials estimate that the industrial sector is operating at less than half its capacity, and construction around the country has come to a virtual standstill. To date, less than 20 percent of the planned reconstruction program has been

---

<sup>2</sup> Armenians point to the Nakhichevan region as an example of what could occur in Nagorno-Karabakh. Nakhichevan is located along Armenia's southwest border and was part of Armenia until Stalin transferred it to Azerbaijan in 1921. At the time, Armenians represented a majority of Nakhichevan's population, but today Azeris constitute more than 90 percent of its population. This change in the region's ethnicity is attributed to the forced deportation of Armenians.

<sup>3</sup> The South Ossetians, an Islamic people, are disrupting energy deliveries not only to put pressure on Georgia, but also to demonstrate solidarity with Islamic Azerbaijan.

<sup>4</sup> Net Material Product, a common measurement in socialist countries, is smaller than Gross Domestic Product (GDP), a common economic indicator used in the West.

<sup>5</sup> "Economic Review: Armenia," International Monetary Fund, April 1992.

implemented;<sup>6</sup> refugees from the Nagorno-Karabakh conflict, numbering more than 500,000 by some estimates, create additional downward pressure on the economy.<sup>7</sup>

In spite of these setbacks, Armenia has embarked on a national economic reform program. Following Russia's example, in January 1992 prices were freed on most consumer goods, with the exception of basic goods and services such as milk, bread, medicine, and transportation. At the same time, wages, pensions, and child subsidies were raised to help offset the impact of inflation — which is currently estimated at 600 percent per year. In addition, Armenia has moved quickly to privatize its agricultural sector. At the same time, legislative and policy delays in areas such as banking, business, industrial privatization, and local government reform have slowed Armenia's economic transformation. These issues are detailed in the following sections.

### **Agricultural Privatization**

Despite an emphasis on farming in Armenia's traditions and culture, agriculture contributes only modestly to the national economy. The country embraces seven climatic zones, ranging from semi-desert to high alpine, but it has a shortage of good agricultural land. Only 20 percent of its land is cultivated, and another 28 percent is used for grazing. In recent years, the agricultural sector has accounted for less than 20 percent of the NMP, has directly employed less than 10 percent of the labor force, and has produced less than one-fifth of the country's requirements for meat, wheat, and grain.<sup>8</sup>

Following Armenia's annexation by the Soviet Union, farming was nationalized and 900 state and collective farms were formed.<sup>9</sup> As Armenia moved toward independence, priority was given to the denationalization of the agricultural sector. In 1990, the Supreme Council appointed a special Committee on Agriculture and Development of Rural Areas to spearhead agricultural reform and propose approaches for developing new agricultural relationships and infrastructure. In early 1991, legislation governing the privatization of agricultural lands was passed and implemented swiftly. To date, nearly 85 percent of Armenia's agricultural sector has been privatized, resulting in the creation of 187,000 family farms averaging between 0.3 and 0.5 hectares. More than 10,000 other families have formed new private collective farms.

---

<sup>6</sup> Reported by the IMF and municipal officials in Kumayri (Leninakan), the country's principal northern town.

<sup>7</sup> "Armenia: Basic Facts," Congressional Research Service report for Congress, February 6, 1992, p. 2.

<sup>8</sup> Armenia's principal crops include fruits, vegetables, dairy products, meat, grain, wheat, and tobacco; its food processing industries include wine, vodka, brandy, and other fruit and vegetable products. Armenia also has a monopoly in the former Soviet Union on the production of an oil used in manufacturing perfume.

<sup>9</sup> Under communism, little distinction was made between state and collective farms. Both were managed as state-owned agro-industries with large administrative and technical staffs, and both were subject to production quotas and other requirements imposed by central planners. Collective farms arose from the forced amalgamation of private farms, while state farms were simply state-owned.

Responsibility for land privatization was given to the country's regional councils of People's Deputies. In each region, an inventory was made of land, livestock, and equipment and a determination was made of the number of "family units" (defined as consisting of three people) eligible to receive land. About 20 percent of the land was held aside for special purposes, such as breeding and experimental farms,<sup>10</sup> and the balance was divided by the number of family units. The various tracts or parcels were then classified by quality and current use (for example, Class 1 tracts with grapes and without grapes), and a price for each tract was established, taking into consideration its potential yield. Finally, tracts were distributed through a lottery; the winning families are required to make two annual payments before ownership is fully vested.<sup>11</sup> Resale of the land is restricted for three years.

Similarly, livestock and equipment were earmarked for sale to private farmers. Livestock was sold on a formula established by the state, but equipment sales have proven difficult, given that most equipment is too large for the small private farms. Some machinery has been sold to the new private collectives, and individual farmers on adjacent tracts have been encouraged to work their farms together to make use of the large equipment.

In the past, about 7 percent of Armenia's land had been farmed privately in small household or garden plots, but these plots accounted for about one-third of the country's total agricultural output. Not surprisingly, then, the result of the agricultural sector's privatization has been increased productivity. In little more than one year since land reform started, the increase in agricultural output is estimated at 15 percent.<sup>12</sup>

The energy blockade notwithstanding, unemployment in the agricultural sector has remained relatively low, in large part because much of the farm work is done manually. The expectation, however, is that unemployment will increase for rural-based industrial workers. Other problems for the sector are more pronounced. In general, intermediaries between producers and consumers are still state-owned and inefficient, and farmers are faced with serious problems in transportation, distribution, and marketing. Large losses in agricultural output are reported as a result of inefficiencies and poor technology. If the energy blockade continues, it could force the closure of storage facilities and could reduce harvests.

Unlike their counterparts in other former Soviet republics, Armenia's farmers have not formed local associations to deal with these problems.<sup>13</sup> On an ad hoc basis, some self-help groups are reported

---

<sup>10</sup> In some areas, pasture land has been retained by the state to encourage livestock production. Private farmers lease the land from the state in return for selling 66 percent of milk, 100 percent of meat, and 100 percent of wool to the state. These percentages are based on average yields over the last five years, and private farmers are permitted to sell production in excess of these averages on the private market.

<sup>11</sup> The two annual payments amount to less than 20 percent of the estimated value of the land, and farmers are not taxed until the third year. Similarly, livestock has been sold to individuals at 70 percent of value, with payments spread over two years.

<sup>12</sup> Op. cit., IMF.

<sup>13</sup> As examples, strong farmers unions or associations exist in Latvia, Estonia, and Russia. The Ukrainian farmers movement has split recently into two political factions. In all of these republics, farmers belong to local unions operating in a loosely coordinated association.

to have formed at the village level, but they lack formal organization as well as adequate resources to address pressing concerns.

### **Industrial and Enterprise Privatization**

Privatization of Armenia's industries and smaller enterprises has proceeded at a much slower pace. In April 1991, the government issued an interim decree enabling the sale of a limited number of commercial, trade, and service establishments with fewer than 50 employees. A list of 290 establishments was prepared by the Council of Ministers, including about 3 percent of the smaller businesses in the country's capital and principal city, Yerevan. Employees were given the first right to purchase the enterprises; the rest were sold through auctions. Most of these enterprises consisted of cafes, restaurants, and retail shops. Only five of the enterprises in Yerevan were purchased by their employees.

Soon after the April decree, the government formed the national Committee of Privatization and Management of State Property to oversee and implement the privatization of the state's commercial and industrial enterprises. In the absence of national privatization legislation, the Privatization Committee recommended a halt to the sale of state enterprises, but the Supreme Council refused. Subsequently, the matter has been placed before the country's Supreme Court, so, in effect, privatization has been stopped until legislation is approved. To some extent, privatization has been slowed purposefully in order not to risk further economic disruptions while the situation in Nagorno-Karabakh remains tense and unpredictable. In addition, opposition to privatization has been raised by officials and organizations with vested interests in the old system, such as the Ministry of Trade, which manages most state-owned small enterprises and is expected to be dissolved following privatization of these enterprises.

The first draft of a privatization law was reviewed and rejected by the Council of Ministers in February 1992. A second draft was submitted in March, approved in general by the Council of Ministers, and sent back to a working committee for further work. A second reading of the privatization legislation was scheduled for mid-July. Once the law is approved, the Privatization Committee anticipates initiating implementation of the law within a few weeks. The sale of Armenia's estimated 10,000 smaller enterprises is expected to take about two years. Of the country's 700 large enterprises, about half are projected to be privatized in the next few years. Larger enterprises will be sold as stock companies and, apparently, some priority will be given to privatizing Armenia's food processing industries. Altogether, 70 percent of the state's assets are expected to be sold.

Before privatization can proceed, a number of critical issues still under debate need to be resolved. These include the role and use of vouchers; restrictions on the resale of vouchers, enterprises, and assets; standards for valuation and appraisal; and voluntary versus mandatory privatization. The use of vouchers has been particularly problematic, given their potential impact on inflation and the macroeconomy, and the debate has ranged from issuing no vouchers at all to distributing vouchers equivalent to 100 percent of the assets to be sold. Currently, it is expected that vouchers will be issued at a value of about 30 percent of assets to be privatized.

Equally important is the need to develop an institutional structure to implement privatization. Unlike other former Soviet republics, economic transformation in Armenia has not resulted in the transfer of enterprises or assets to municipal and regional governments. To some extent, the absence of local government legislation accounts for this, but more germane is the fact that the national government appears inclined to retain a high degree of centralized political and economic authority.

Once the privatization law is passed, the Privatization Committee plans to establish seven or eight offices around the country, each having multiregional responsibilities. These regional committees will be accountable to the national committee and not to local or regional governments. At the municipal level, local privatization commissions will be established but, at least initially, their role may be confined largely to approving lists of enterprises selected for sale.

Other important aspects of the privatization process, such as valuation of enterprises, negotiation of terms of sale, and monitoring of compliance with relevant regulations, will be managed by national authorities. Proceeds from privatization will be controlled centrally as well, but their use is another point of current debate. The government has proposed that privatization proceeds be used to capitalize business credit schemes, while the Supreme Council tends to favor supporting social programs.

### **Local Government Reform**

The yet undefined and possibly marginal role local governments will play in privatization is symptomatic of a larger concern — namely, the failure to define the roles and lines of authority between municipal, regional, and national governments.<sup>14</sup> Within the context of democratization and market transformation, local officials have little notion of their appropriate functions and responsibilities. A new Law on Local Self-Government is pending, but the government's self-imposed deadline for the law's passage in February has been allowed to slip to the end of this summer. In the meantime, local officials are faced with mounting economic problems, but they feel constrained in their ability to respond without clearly defined legal authority.

At the heart of the continuing debate over the self-government law are two philosophical approaches: immediate and rapid decentralization versus a more centralized system based on hierarchical authority. Local officials tend to favor decentralization, but the national lawmakers and their advisors appear to be leaning more towards retaining a strong central government. National officials are examining governmental systems in other countries, notably the U.S. and France, in their efforts to balance these perspectives, but even fundamental issues are still not resolved, such as whether or not mayors should be elected by a direct popular vote or by the municipal councils. Unfortunately, municipal representatives have not united to lobby for their interests. Two years ago, an incipient association of mayors was formed, but it has only met twice and little serious discussion has taken place; and local officials report that the national government generally is not responsive to the concerns they raise individually.

Whatever the outcome of the debate, it is clear that more responsibility for local economic planning and fiscal management will be given to municipal officials, but, in general, they are ill prepared to take on these responsibilities. Municipalities do not have economic development departments, and existing planning departments are concerned primarily with social services (for example, education, health, and cultural activities). In most larger towns, a deputy mayor has been appointed to deal with basic economic issues and the finance department handles budgetary concerns, but these mayors and

---

<sup>14</sup> Armenia is divided into 38 regions, 67 towns, and 958 villages. Two towns, Yerevan and Kumayri (formerly Leninakan), constitute their own separate regions. About 18 towns have more than 30,000 residents. The population of Yerevan is estimated at 1.4 million. The next five largest towns and their 1989 populations are Kumayri (120,000), Krovakan (74,000), Echmiadzin (61,000), Razdan (61,000), and Abovyan (58,000). Nearly 70 percent of Armenians live in urban areas.

finance departments are unfamiliar with basic notions of business promotion, revenue generation, and capital investment planning.

### **Small Business Issues and Problems**

In 1989, under Gorbachev, new cooperative legislation was enacted that introduced notions of a market economy and the private ownership of productive assets. As elsewhere in the former Soviet Union, the number of private cooperatives in Armenia expanded rapidly. At the end of 1991, Armenia's State Statistical Department reported 17,392 cooperatives, of which 7,814 were operational.<sup>15</sup>

Other private sector activities are beginning to emerge, but their further expansion is hampered by a lack of progress on privatization and a range of other problems. Entrepreneurship itself is new to most Armenians, and certainly the need exists for developing business skills and providing training in the more intangible areas of leadership, management, and decision making. In addition, current and would-be entrepreneurs are confronted with a number of practical problems, including:

- **Credit.** Commercial credit is generally unavailable, especially for small private businesses. Banks are not trained to assess credit risk, and most credit is still directed to larger state-owned enterprises that carry the implicit (if not explicit) guarantee of the government. Any small business that does obtain a loan generally can do so only if a larger firm is willing to back the loan with a 100 percent guarantee. The situation becomes even more problematic with the dearth of rubles at the banks. Even when loans are approved, borrowers commonly receive only a letter of credit and not cash, unless a special "fee" is paid, which increases the transaction costs;
- **Taxes.** Armenian entrepreneurs, like their American counterparts, generally complain about high taxes and legal constraints, but the Armenians probably have a stronger case. With a hemorrhaging budget deficit, new taxes have been imposed in a seemingly unplanned and ad hoc fashion, with little regard for the complications created for new entrepreneurs untrained in even simple bookkeeping. Taxes paid by small businesses can amount to nearly 70 percent, including value-added tax, profit, and income taxes. These taxes increase the cost of doing business, encourage entrepreneurs to conceal their incomes, and serve as a disincentive to entrepreneurship altogether;
- **Imperfection of legal infrastructure.** In March 1992, Armenia adopted its Law on Enterprises and Entrepreneurs, but in doing so, more gaps in the country's legal framework were identified than corrected. The Enterprise Law itself is based largely on former Soviet definitions of business activities, and thus it is likely that the law will need to be amended. In addition, the law identifies 19 other areas in which legislation is needed, including bankruptcy law, contract enforcement, and alternative forms of business ownership (for example, limited partnerships, stockholding companies, and family businesses). Finally, current law does not adequately address private ownership of non-agricultural property;

---

<sup>15</sup> These numbers need to be regarded with some skepticism. For the same period, the State Statistical Department reports only 156 private businesses, a number far lower than even casual observers would note. To improve statistics on small businesses, the Ministry of Economy has recently established the Department of Regulation of Entrepreneurial Activity.

- **Lack of advocacy groups and national policy.** Small business associations have been slow in forming, and no national agency or institution has been established to represent the interests of small businesses. The newly established Department of Regulation of Entrepreneurial Activity, within the Ministry of Economy, is intended to serve a monitoring and statistical function, and not an advocacy or policy role. As a result, national policies or programs supportive of entrepreneurship have not developed;
- **Lack of premises.** Leasing of commercial space is still controlled by local councils, and the leasing of any space must be approved by the municipal council. Not only is this process lengthy, but it lends itself to political patronage and abuse; and
- **Lack of information.** Small businesses require reliable information on changing laws, market conditions, and prices, but this information is generally unavailable even in major cities. In addition, entrepreneurs have no source of information on alternative technologies, equipment, or techniques in industries such as food processing and construction.

## **PART TWO**

### **PROJECT DESIGN**

#### **SUMMARY OF FINDINGS**

The Peace Corps design team examined a broad range of factors, including local and national economic development policies, the status of various reforms such as privatization, and small business initiatives and constraints. In addition, a major concern of any design effort is the identification of appropriate counterpart institutions or organizations with the capacity to absorb and provide support for volunteers.

Highlights of the team's key findings relevant to the proposed project design are:

- **National economic reform.** Armenia declared its sovereignty from the Soviet Union in mid-1990 and affirmed its declaration of independence in a national referendum the following year. In early 1991, legislation providing for the privatization of agricultural land was introduced and, subsequently, about 85 percent of the land was privatized. Legislation for privatizing state-owned industries and enterprises, however, still has not been approved by the Supreme Council, and the final institutional framework for privatization has not been defined;
- **Local government reform.** To date, the roles and lines of authority between municipal, regional, and national governments have not been defined. Within the context of democratization and market transformation, local officials have little notion of their appropriate functions and responsibilities. A new Law on Local Self-Government is pending, but the government's self-imposed deadline for the law's passage in February 1992 was allowed to slip to the end of summer. In the meantime, local officials are faced with mounting economic problems but feel constrained in their ability to respond without clearly defined legal authority. Once the pending legislation is approved, it is expected that municipalities will have more responsibility for economic development, planning, and fiscal management, but most are ill prepared to take on these responsibilities; and
- **Business and farmers associations.** In urban areas, only recently have efforts started to form associations representing private entrepreneurs and cooperators. Reportedly, the largest of these is the Union of Cooperative Entrepreneurs, which represents cooperative businesses.<sup>16</sup> In general, these associations are understaffed and underfunded and have not started to provide services to their members. In rural areas, private farmers have not formed unions or representative associations.

---

<sup>16</sup> The Union of Cooperative Entrepreneurs claims to have 34 regional and town offices throughout the country, including 20 staff persons working in Yerevan. At an unannounced drop-in to the Yerevan office, the Peace Corps team found only one person, and efforts to contact the office in Kumayri (Leninakan) were not fruitful. Other business associations seem even less organized.

## **Volunteer Assignments**

It is recommended that the Peace Corps's initial SED activities in Armenia consist of a municipal advisory program, with 15 volunteers assigned to local governments. In general, volunteers should be assigned to communities with 30,000 residents or more, although, in some instances, a volunteer could be assigned to smaller communities or even to regional governments.

These 15 volunteers will work under the general auspices and guidance of the Deputy Mayor responsible for economic development activities, and will be assigned counterparts within the local government. The volunteers will work in economic development and planning, privatization, and assistance to small enterprises. A volunteer's specific tasks will be based on priorities identified by local officials, taking into consideration the volunteer's background and expertise.

A general description of the volunteers' tasks comprises:

- **Economic development and planning.** Assistance will be provided to municipal officials to enable them to carry out their expanding responsibilities in local planning and economic development. Volunteers may work in areas such as budgeting, investment planning, and infrastructure development or they may take on specific projects in sectors such as tourism or housing;
- **Privatization.** On the assumption that the pending implementation of privatization will require substantive involvement by municipal officials, assistance will be provided in the formulation and implementation of local privatization programs and strategies, with priority for attention given to smaller enterprises. In addition, the volunteers will provide specific technical assistance in areas such as leasing, property appraisal, and land valuation. Finally, the volunteers may assist municipal officials in analyzing options for ensuring the continued provision of community services currently subsidized by enterprises selected for privatization; and
- **Assistance to small enterprises.** Under this general task, volunteers will potentially work in four areas. First, they will advise local officials on planning and implementing procedures for making commercial premises available to private entrepreneurs. Second, the volunteers will advise on ways to facilitate small business start-ups, including streamlining the local registration process. Third, they will work with local small business associations and assist them in their own institutional development, including developing the capacity to provide needed services to entrepreneurs. Finally, on a regular basis, the volunteers will organize and conduct training workshops for current and potential entrepreneurs.

## **Site Selection Criteria**

The Peace Corps staff and the Government of Armenia will need to devote considerable time over the next few months to identifying sites for the volunteers. Criteria for site selection should include:

- **Municipal government support for the project, including a willingness to fulfill counterpart obligations;**

- **Potential for development in sectors appropriate for small businesses, such as tourism, light manufacturing, food processing, and retail and consumer services; and**
- **Environmental conditions — in particular, the absence of toxic conditions that could endanger the long-term health of the volunteers.**

### **Counterpart Obligations**

**The obligations of municipal governments participating in the project will include:**

- **Designation of a counterpart co-worker for the volunteer;**
- **Provision of office space and supplies; and**
- **Provision of a furnished house or flat with a private kitchen and toilet.**

**Municipalities should be advised that they may need to provide the volunteers with an interpreter on an occasional basis, especially during the first few months of service.**

**ANNEX A**  
**CONTACTS**

All contacts listed were interviewed by the programming team. An asterisk (\*) appears next to the names of persons who can contribute to the further development of the program by providing additional information or negotiating counterpart relationships. The interpreter, Mr. Armen Petrossian, is recommended highly. He is an excellent interpreter and an invaluable assistant.

The country and city code for telephoning Yerevan from the United States is 7-8852.

**Interpreter**

**Armen Petrossian**  
58 Marshall Bagramian Avenue, Apt. 15  
Yerevan 375019  
telephone: 26-21-98

**U.S. Embassy**

**Tom Price, Charge d'Affaires**  
U.S. Embassy/Yerevan  
U.S. Department of State  
Washington, D.C. 20521-7020  
telephone in Yerevan: 151-122

**Government of the Republic of Armenia**

**\*Armen Yeghiazarian**  
Head, Department of Economic Reforms  
Government House, Republic Square  
Yerevan 375010  
telephone: 52-63-59; fax: 52-43-32

**\*Rouben H. Torossian**  
Chairman, Commission on Economic Affairs  
19 Marshall Bagramian Avenue  
Yerevan 375016  
telephone: 52-13-84 or 58-84-67

**Committee on Economic Independence and Development**  
**Haik Chakhoian, Secretary, telephone: 58-82-90**  
**Syren Vardunian, Consultant, telephone: 58-82-19**  
**\*Oleg Gasparian, Member, telephone: 58-82-78**  
**Astrik Mirzakhanian, telephone: 25-29-18 or 24-68-85**  
**19 Marshall Bagramian Avenue**  
**Yerevan 375016**

**\*Khosrov Harutunian**  
**Deputy, Supreme Soviet**  
**Chairman, Committee on Local Self-Government**  
**23-7 Knuniants Street**  
**Yerevan**  
**telephone: 52-47-22 or 52-29-76**

**\*Pavel S. Khaltakchian, President**  
**Committee of Privatization and Management of State Property**  
**1 Budaghian Street**  
**Yerevan 375014**  
**telephone: 28-01-20; government extension 63-94**

**Ashot Markossian**  
**Chief, Department of Regulation of Entrepreneurial Activity**  
**Ministry of Economy**  
**telephone: 52-14-59**

**Ministry of Economy**  
**Armen V. Darbinian, Vice Minister, telephone: 52-85-33 or 52-78-78; fax: 15-10-69**  
**Levon V. Barkhouarian, Vice Minister, telephone: 58-58-57; fax: 52-43-32**  
**Government House, Republic Square**  
**Yerevan 375010**

**Sergei B. Smbatian**  
**Chief, Department of Cultural Affairs**  
**Ministry of Foreign Affairs**  
**10 Marshall Bagramian Avenue**  
**Yerevan**  
**telephone: 58-88-13; fax: 52-35-31**

#### **Local Government Officials**

**\*Arsen Aslanian**  
**Deputy Mayor, Yerevan**  
**13 St. Grigor Loussavcritch**  
**Yerevan**  
**telephone: 58-63-70; fax: 56-06-50**

**\*Karlen Daniel Hambardzoumian, Mayor**  
Leninakan 285960  
telephone: 7-04-08

**\*Seiran Khazarian, Mayor**  
**Felix Melikian, Deputy Mayor**  
Geganush Avetisian  
Artashat  
telephone: 28-02-19

### **Other Organizations**

**Hermine Nagdalian, President**  
Union of Cooperative Entrepreneurs  
19 Kievian Street  
Yerevan 375033  
telephone: 27-48-37; fax: 27-27-55

**Hrachic Gevorkian, President**  
Association for Business and Cultural Collaboration  
26 Commissars Street, #3  
Yerevan 375010

**Professor Hrant Poghossian**  
Yerevan Director  
Haigazian University  
telephone: 56-02-82

**Stanislav Babayan, Director**  
Armenian Commodity Raw Material Exchange  
8 Mashtots Avenue  
Yerevan 375015  
telephone: 53-74-11; fax: 53-41-54

**Nona Aleksanian, President**  
World Assembly of Small and Medium Scale Enterprises  
telephone: 22-54-37

**Grigor Kazarian, President**  
Armenian Republican Innovation Center  
Tamanian Street 6 - 4  
Yerevan 375009  
telephone: 56-05-43

**Dr. Evgenij G. Khvatkov, Manager**  
Transinform Association  
27 N. Tigranian Street  
Yerevan 375014  
telephone: 23-57-83; fax: 23-72-07

## GEMINI PUBLICATION SERIES

### GEMINI Working Papers:

1. "Growth and Equity through Microenterprise Investments and Institutions Project (GEMINI): Overview of the Project and Implementation Plan, October 1, 1989-September 30, 1990." GEMINI Working Paper No. 1. December 1989. [not for general circulation]
- \*2. "The Dynamics of Small-Scale Industry in Africa and the Role of Policy." Carl Liedholm. GEMINI Working Paper No. 2. January 1990. \$5.50.
3. "Prospects for Enhancing the Performance of Micro- and Small-Scale Nonfarm Enterprises in Niger." Donald C. Mead, Thomas Dichter, Yacob Fisseha, and Steven Haggblade. GEMINI Working Paper No. 3. February 1990. \$6.00.
4. "Agenda Paper: Seminar on the Private Sector in the Sahel, Abidjan, July 1990." William Grant. GEMINI Working Paper No. 4. August 1990. \$3.00.
- \*5. "Gender and the Growth and Dynamics of Microenterprises." Jeanne Downing. GEMINI Working Paper No. 5. October 1990. \$10.50.
6. "Banking on the Rural Poor in Malaysia: Project Ikhtiar." David Lucock. GEMINI Working Paper No. 6. October 1990. \$3.30.
7. "Options for Updating AskARIES." Larry Reed. GEMINI Working Paper No. 7. October 1990. \$3.50.
- \*8. "Technology — The Key to Increasing the Productivity of Microenterprises." Andy Jeans, Eric Hyman, and Mike O'Donnell. GEMINI Working Paper No. 8. November 1990. \$3.60.
9. "Lesotho Small and Microenterprise Strategy — Phase II: Subsector Analysis." Bill Grant. GEMINI Working Paper No. 9. November 1990. \$15.50.
- \*10. "A Subsector Approach to Small Enterprise Promotion and Research." James J. Boomgard, Stephen P. Davies, Steven J. Haggblade, and Donald C. Mead. GEMINI Working Paper No. 10. January 1991. \$3.10.
11. "Data Collection Strategies for Small-Scale Industry Surveys." Carl Liedholm. GEMINI Working Paper No. 11. January 1991. \$1.30.
12. "Dynamics of Microenterprises: Research Issues and Approaches." Carl Liedholm and Donald C. Mead. GEMINI Working Paper No. 12. January 1991. \$6.50.
13. "Dynamics of Microenterprises: Research Priorities and Research Plan." Carl Liedholm and Donald C. Mead. GEMINI Working Paper No. 13. August 1990. [not for general circulation]

---

\*Publications of general interest

17

14. "Review of Year One Activities (October 1, 1989 to September 30, 1990) and Year Two Work Plan (October 1 to November 30, 1990)." GEMINI Working Paper No. 14. January 1991. [not for general circulation]
- \*15. "The Process of Institutional Development: Assisting Small Enterprise Institutions to Become More Effective." Elaine Edgcomb and James Cawley. GEMINI Working Paper No. 15. February 1991. \$9.70.
16. "Baseline Surveys of Micro and Small Enterprises: An Overview." Donald C. Mead, Yacob Fisseha, and Michael McPherson. GEMINI Working Paper No. 16. March 1991. \$2.60.
17. "Kenya: Kibera's Small Enterprise Sector — Baseline Survey Report." Joan Parker and C. Aleke Dondo. GEMINI Working Paper No. 17. April 1991. \$6.40.
- \*18. "A Financial Systems Approach to Microenterprises." Elisabeth Rhyne and Maria Otero. GEMINI Working Paper No. 18. April 1991. \$3.00.
- \*19. "Agriculture, Rural Labor Markets, and the Evolution of the Rural Nonfarm Economy." Steve Haggblade and Carl Liedholm. GEMINI Working Paper No. 19. May 1991. \$2.50.
- \*20. "The Microenterprise Finance Institutions of Indonesia and Their Implications for Donors." Elisabeth Rhyne. GEMINI Working Paper No. 20. June 1991. \$3.40.
21. "Microenterprise Growth Dynamics in the Dominican Republic: The ADEMI Case." Frank F. Rubio. GEMINI Working Paper No. 21. June 1991. \$3.10.
- \*22. "Credit Unions: A Formal Sector Alternative for Financing Microenterprise Development." John H. Magill. GEMINI Working Paper No. 22. September 1991. \$3.80.
23. "A Proposed Subsector-Based Monitoring and Evaluation System for CARE/Thailand's Silk Promotion Efforts." Steven Haggblade. GEMINI Working paper No. 23. September 1991. \$3.60.
24. "Steps to the Creation of a Viable Financial Institution for Microenterprise Development in the Philippines: Notes on a Process for the Staff and Board of Tulay sa Pag-Unlad, Inc." Doug Salloum and Nan Borton. GEMINI Working Paper No. 24. November 1991. \$2.00.
- \*25. "Village Banking: A Cross-Country Study of a Community-Based Lending Methodology." Sharon L. Holt. GEMINI Working Paper No. 25. December 1991. \$12.60.
26. "Dynamics of Small- and Micro-scale Enterprises and the Evolving Role of Finance." Carl Liedholm. GEMINI Working Paper No. 26. December 1991. \$3.00.
- \*27. "Opportunities for Intervention in Thailand's Silk Subsector." Steven Haggblade and Nick Ritchie. GEMINI Working Paper No. 27. January 1992. \$3.20.
- \*28. "Apex Study of the Asociacion de Grupos Solidarios de Colombia." Arelis Gomez Alfonso, with Nan Borton and Carlos Castello. GEMINI Working Paper No. 28. April 1992. \$4.60. [See Technical Reports No. 36 and No. 39 for apex studies in Senegal and Thailand.]

29. "The Subsector Methodology, A Field Orientation for CARE/Egypt, January 20-February 7, 1992." William Grant. GEMINI Working Paper No. 29. April 1992. \$9.50.
30. "'Poverty Lending' and Microenterprise Development: A Clarification of the Issues." Mohini Malhotra. GEMINI Working Paper No. 30. May 1992. \$3.60.
31. "The Solidarity Group Experience." Shari Berenbach and Diego Guzman. GEMINI Working Paper No. 31. June 1992. \$5.80.
32. "A New View of Finance Program Evaluation." Elisabeth Ryne. GEMINI Working Paper No. 32. \$\_\_\_\_\_.
33. "The Role of Savings in Local Financial Markets: The Indonesian Experience." Marguerite S. Robinson. GEMINI Working Paper No. 33. \$3.50.

#### **GEMINI Technical Reports:**

1. "Jamaica Microenterprise Development Project: Technical, Administrative, Economic, and Financial Analyses." Paul Guenette, Surendra K. Gupta, Katherine Stearns, and James Boomgard. GEMINI Technical Report No. 1. June 1990. [not for general circulation]
2. "Bangladesh Women's Enterprise Development Project: PID Excerpts and Background Papers." Shari Berenbach, Katherine Stearns, and Syed M. Hashemi. GEMINI Technical Report No. 2. October 1990. \$13.00.
3. "Maroc: Conception d'une Enquête pour une Etude du Secteur Informel." Eric R. Nelson and Housni El Ghazi. GEMINI Technical Report No. 3. November 1990. \$12.50.
4. "Small Enterprise Assistance Project II in the Eastern Caribbean: Project Paper." James Cotter, Bruce Tippet, and Danielle Heinen. GEMINI Technical Report No. 4. October 1990. [not for general circulation]
5. "Technical Assessment: Rural Small-Scale Enterprise Pilot Credit Activity in Egypt." John W. Gardner and Jack E. Proctor. GEMINI Technical Report No. 5. October 1990. \$4.00.
- \*6. "Developing Financial Services for Microenterprises: An Evaluation of USAID Assistance to the BRI Unit Desa System in Indonesia." James J. Boomgard and Kenneth J. Angell. GEMINI Technical Report No. 6. October 1990. \$9.00.
7. "A Review of the Indigenous Small Scale Enterprises Sector in Swaziland." David A. Schrier. GEMINI Technical Report No. 7. October 1990. [not for general circulation]
8. "Ecuador Micro-Enterprise Sector Assessment: Summary Report." John H. Magill and Donald A. Swanson. GEMINI Technical Report No. 8. April 1991. \$10.20.
9. "Ecuador Micro-Enterprise Sector Assessment: Financial Markets and the Micro- and Small-scale Enterprise Sector." Richard Meyer, John Porges, Martha Rose, and Jean Gilson. GEMINI Technical Report No. 9. March 1991. \$16.00.

10. "Ecuador Micro-Enterprise Sector Assessment: Policy Framework." Bruce H. Herrick, Gustavo A. Marquez, and Joseph F. Burke. GEMINI Technical Report No. 10. March 1991. \$11.30.
11. "Ecuador Micro-Enterprise Sector Assessment: Institutional Analysis." Peter H. Fraser, Arelis Gomez Alfonso, Miguel A. Rivarola, Donald A. Swanson, and Fernando Cruz-Villalba. GEMINI Technical Report No. 11. March 1991. \$25.00.
12. "Ecuador Micro-Enterprise Sector Assessment: Key Characteristics of the Micro-Enterprise Sector." John H. Magill, Robert Blaney, Joseph F. Burke, Rae Blumberg, and Jennifer Santer. GEMINI Technical Report No. 12. March 1991. \$19.60.
13. "A Monitoring and Evaluation System for Peace Corps' Small Business Development Program." David M. Callihan. GEMINI Technical Report No. 13. [not available for general circulation]
14. "Small-Scale Enterprises in Lesotho: Summary of a Country-Wide Survey." Yacob Fisseha. GEMINI Technical Report No. 14. February 1991. \$6.40.
- \*15. "An Evaluation of the Institutional Aspects of Financial Institutions Development Project, Phase I in Indonesia." John F. Gadway, Tantri M. H. Gadway, and Jacob Sardi. GEMINI Technical Report No. 15. March 1991. \$8.80.
- \*16. "Small-Scale Enterprises in Mamelodi and Kwazakhele Townships, South Africa: Survey Findings." Carl Liedholm and Michael A. McPherson. GEMINI Technical Report No. 16. March 1991. \$4.60.
17. "Growth and Change in Malawi's Small and Medium Enterprise Sector." Michael A. McPherson. GEMINI Technical Report No. 17. June 1991. \$2.20.
18. "Burkina Faso Microenterprise Sector Assessment and Strategy." William Grant, Matthew Gamser, Jim Herne, Karen McKay, Abdoulaye Sow, and Sibry Jean-Marie Tapsoba. GEMINI Technical Report No. 18. August 1991. Volume One, Main Report, \$7.60; Volume Two, Annexes, \$14.20.
- \*19. "Women in the BPD and Unit Desa Financial Services Programs: Lessons from Two Impact Studies in Indonesia." Sharon L. Holt. GEMINI Technical Report No. 19. September 1991. \$3.80.
20. "Mali Microenterprise Sector Assessment and Strategy." William Grant, Kim Aldridge, James Bell, Ann Duval, Maria Keita, and Steve Haggblade. GEMINI Technical Report No. 20. Volume One, Main Report, \$6.70; Volume Two, Annexes, \$13.00.
21. "A Microenterprise Sector Assessment and Development Strategy for A.I.D. in Zambia." Eric L. Hyman, Robert Strauss, and Richard Crayne. GEMINI Technical Report No. 21. November 1991. \$10.00.
22. "Bangladesh: Women's Enterprise Development Project Paper." GEMINI Technical Report No. 22. August 1991. [not for general circulation]
23. "Peru: Small Business and Employment Expansion Project Paper." GEMINI Technical Report No. 23. November 1991. [not for general circulation]

24. "A Country-wide Study of Small-Scale Enterprises in Swaziland." Yacob Fisseha and Michael A. McPherson. GEMINI Technical Report No. 24. December 1991. \$5.40.
- \*25. "Micro and Small-Scale Enterprises in Zimbabwe: Results of a Country-wide Survey." Michael A. McPherson. GEMINI Technical Report No. 25. December 1991. \$5.00.
26. "The Development Impact of Financing the Smallest Enterprises in Indonesia." GEMINI Technical Report No. 26. January 1992. [not for general circulation]
27. "Midterm Evaluation of the ASEPADÉ Component of the Small Business II Project, Honduras." Arelis Gomez Alfonso, Wesley Boles, and Donald L. Richardson. GEMINI Technical Report No. 27. February 1992. \$5.80. Also available in Spanish.
28. "Midterm Evaluation of the ANDI/PYME Component of the Small Business II Project, Honduras." Arelis Gomez Alfonso, Wesley Boles, and Donald L. Richardson. GEMINI Technical Report No. 28. February 1992. \$6.60. Also available in Spanish.
29. "The Role of Financial Institutions in the Promotion of Micro and Small Enterprises in Burkina Faso." John McKenzie. GEMINI Technical Report No. 29. February 1992. \$10.40.
30. "Small and Micro Enterprise Development Project No. 262-0212. Egypt. Midterm Evaluation." Katherine Stearns. GEMINI Technical Report No. 30. March 1992. \$7.60.
31. "A Review of the Prospects for Rural Financial Development in Bolivia." James J. Boomgard, James Kern, Calvin Miller, and Richard H. Pattern. GEMINI Technical Report No. 31. March 1992. \$4.60.
32. "The Role of Private Sector Advocacy Groups in the Sahel." William Grant. GEMINI Technical Report No. 32. March 1992. \$2.40.
- \*33. "Access to Credit for Poor Women: A Scale-up Study of Projects Carried Out by Freedom from Hunger in Mali and Ghana." Jeffrey Ashe, Madeline Hirschland, Jill Burnett, Kathleen Stack, Marcy Eiland, and Mark Gizzi. GEMINI Technical Report No. 33. March 1992. \$11.80.
- \*34. "Egyptian Women and Microenterprise: the Invisible Entrepreneurs." C. Jean Weidemann. GEMINI Technical Report No. 34. March 1992. \$11.20.
- \*35. "A Pre-Project Identification Document Analysis of the Lesotho Agricultural Enterprise Initiatives Project." Mike Bess, Don Henry, Donald Mead, and Eugene Miller. GEMINI Technical Report No. 35. April 1992. \$20.00.
36. "Apex Study of the Small Enterprise Development Program of Catholic Relief Services, Senegal." Arelis Gomez Alfonso. GEMINI Technical Report No. 36. May 1992. \$3.00.
37. "The Private Operators' Perspective on an Agenda for Action," Dakar, Senegal, November 22-25, 1991. A Seminar on the Private Sector in West Africa. Organized by the Senegalese National Employers' Union (CNP), the Club du Sahel, CILSS and USAID. GEMINI Technical Report No. 37. May 1992. \$7.00.

38. "Background Documents to the Seminar on the Private Sector in West Africa," Dakar, Senegal. November 22-25, 1991. Technical Report No. 38. May 1992. \$5.00.
39. "Apex Study of the Small Enterprise Development Program of Catholic Relief Services, Thailand." Arelis Gomez Alfonso. GEMINI Technical Report No. 39. May 1992. \$3.20.
40. "Study of Informal Cross-border Trade, Poland." SMG-KRC/Poland. GEMINI Technical Report No. 40. May 1992. \$3.20.
41. "Study of the Informal Commercial Sector, Poland." SMG/KRC Poland. GEMINI Technical Report No. 41. May 1992. \$4.20.
42. "Evaluation of the Micro and Small Enterprise Development Project (MSED) in Bolivia." William Fisher, Jeffrey Poyo, and Ann Beasley. GEMINI Technical Report No. 42. June 1992. \$10.60. Also available in Spanish.
43. "Analysis of Funding Mechanisms for the Small and Micro Enterprise Development Project, Egypt." Kenneth J. Angell and John M. Porges. GEMINI Technical Report No. 43. June 1992. \$3.80.
44. "Get Ahead Foundation Credit Programs in South Africa: The Effects of Loans on Client Enterprises." Jennifer Sebstad. GEMINI Technical Report No. 44. June 1992. \$3.00.
45. "Get Ahead Foundation in South Africa: Final Evaluation." Robert Christen, Elisabeth Rhyne, Doug Salloum, and Jennifer Sebstad. GEMINI Technical Report No. 45. June 1992. \$11.00.
46. "Micro- and Small-Scale Enterprises in Botswana: Results of a Nationwide Survey." Lisa Daniels and Yacob Fisseha. GEMINI Technical Report No. 46. August 1992. \$9.40.
47. "The Growth and Dynamics of Women Entrepreneurs in Southern Africa." Jeanne Downing and Lisa Daniels. GEMINI Technical Report No. 47. August 1992. \$3.10.
48. "Small Business Development Programming Trip: Peace Corps/Albania and the Office of Training and Program Support, Small Business Development Sector." Lauren Spurrier and Wesley Weidemann. GEMINI Technical Report No. 48. October 1992. \$6.00.
- 49a. "Small Enterprise Development in the Russian Far East." Martha Blaxall, Yasuo Konishi, Virginia Lambert, Jennifer Santer, and Timothy Smith. GEMINI Technical Report No. 49a. October 1992. \$12.00.
- 49b. "Supporting Private Enterprises in Uzbekistan: Challenges and Opportunities." Nan Borton, John Magill, Neal Nathanson, and Jim Packard Winkler. GEMINI Technical Report No. 49b. November 1992. \$5.60.
- 49c. "Assessing the Prospects for Small Enterprise Development in Kazakhstan." Kenneth Angell, James J. Boomgard, Mohini Malhotra, and Robert A. Rodriguez. GEMINI Technical Report No. 49c. December 1992. \$3.90.
- 49d. "Small Enterprise Development in Ukraine." Dennis DeSantis, Jean Gilson, Max Goldensohn, Jennifer Santer, and Timothy Smith. GEMINI Technical Report No. 49d. December 1992. \$

50. "Skins and Hides in Four Countries in Africa: The Potential Role for Micro- and Small-Scale Enterprise Development." William Grant. GEMINI Technical Report No. 50. November 1992. \$2.80.

51a. "Morocco: Assessment of Programming Options for Microenterprise Development." Housni El Ghazi, Sheila Reines, Steve Silcox, Katherine Stearns, and Matthew Gamser. GEMINI Technical Report No. 51A. November 1992. \$2.20.

52. "Small Enterprise Development in Armenia: Programming Recommendations for Peace Corps Volunteers." Timothy J. Smith. GEMINI Technical Report No. 52. July 1992. \$2.20.

#### Technical Notes:

#### Financial Assistance to Microenterprise Section:

\*1. Series Notebook: Tools for Microenterprise Programs (a three-ring binder, 1 1/2 inches in diameter, for organizing technical notes and training materials) and "Methods for Managing Delinquency" by Katherine Stearns. \$7.50. Also available in Spanish and in French.

\*2. "Interest Rates and Self-Sufficiency." Katherine Stearns. \$6.50. Available in Spanish.

\*3. "Financial Services for Women." C. Jean Weidemann. March 1992. \$5.00.

#### Nonfinancial Assistance to Microenterprise Section:

\*1. "A Field Manual for Subsector Practitioners." Steven S. Haggblade and Matthew Gamser. \$4.65. Also available in Spanish and in French.

#### Special Publications:

\*1. "Training Resources for Small Enterprise Development." Small Enterprise Education and Promotion Network. Special Publication No. 1. 1992. \$11.00

\*2. *Financial Management of Micro-Credit Programs: A Guidebook for NGOs.* Robert Peck Christen. ACCION International. Special Publication No. 2. 1990. \$19.00

\*3. *The ADEMI Approach to Microenterprise Credit.* A. Christopher Lewin. Special Publication No. 3. 1991. \$15.00

---

Copies of publications available for circulation can be obtained by sending a check or a draft drawn on a U.S. bank to the DAI/GEMINI Publications Series, Development Alternatives, Inc., 7250 Woodmont Avenue, Bethesda, MD 20814, U.S.A.