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# IQC Quarterly Report

## Building Recovery and Reform Through Democratic Governance IQC

Contract No. DFD-I-00-05-00220-00

USAID Project Office: DCHA/DG

Quarterly Report 19

October 2009 – December 2009

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



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## SECTION 1: CONTRACT PROGRESS REPORT

Ongoing Task Orders	
Name:	Building Recovery and Democratic Governance to Advance and Consolidate the DRC Transition Program (BRDG ACT Program) - Task Order No. 1
Contract No. and Date:	DFD-I-00-05-00220-00, issued 9/30/2005
Modifications:	Project has closed.
Percent Complete:	100%
Subcontractor Notes:	None
Other Changes:	None
Other Changes:	None
Name:	USAID Technical Support Project for Social Investment and Capacity Building in Equatorial Guinea(referred to as the "USAID Technical Support Program (USAID/TSP) to GREG") - Task Order No. 2
Contract No. and Date:	DFD-I-00-05-00220-00, Issued 08/07/2006
Modifications:	Mod 6- Extends project through 12/31/20010 and increases ceiling by \$2.6million
Percent Complete:	76.90%
Subcontractor Notes:	None
Other Changes:	None
Name:	Building Recovery and Reform through Democratic Governance- BRDG Liberia - Task Order No. 3
Contract No. and Date:	DFD-I-00-05-00220-00, Issued 8/31/2006
Modifications:	Project has closed.
Percent Complete:	100%
Subcontractor Notes:	None
Other Changes:	None
Name:	Promoting Governance, Accountability, Transparency, and Integrity (PROGATI) in Bangladesh - Task Order No. 4
Contract No. and Date:	DFD-I-00-05-00220-00, Task Order No. 4, Issued 10/1/2007
Modifications:	Mod 2: Revised workdays and key personnel
Percent Complete:	56.25%

Subcontractor Notes:	AED, IREX and local subcontractors are working on the project
Other Changes:	NA
Name:	FATA Capacity Building Program (FATA CBP) in Pakistan - Task Order No. 5
Contract No. and Date:	DFD-I-00-05-00220-00, Issued 12/1/2007
Modifications:	Modification 7: Issued 12/18/09. Increased project obligation to \$27,737,025
Percent Complete:	67%
Subcontractor Notes:	Subcontracts underway with Associated in Development, Sebcon, Experience International, Social Impact, and Equal Access
Other Changes:	None
Name:	Building Recovery and Democratic Governance to Advance and Consolidate the DRC Transition Program (BRDG DRC Program) - Task Order No. 6
Contract No. and Date:	DFD-I-00-05-00220-00, issued 04/01/2008
Modifications:	Modification 03: Revised project end date, incrementally funded project and increased contract ceiling value, and expanded program scope through 1207 project funding (signed July 23, 2009) Modification 04: Fully funded the contract ceiling to \$9,349,015 (signed September 5, 2009) Mod 5: Provided a No-cost extension for the BRDG DRC core program through February 10, 2010 (signed December 18, 2009).
Percent Complete:	75%
Subcontractor Notes:	None
Other Changes:	None
Name:	USAID Proyecto de Justicia in the Dominican Republic - Task Order No. 7
Contract No. and Date:	DFD-I-00-05-00220-00. 6/20/2008
Modifications:	Mod 1: Issued 9/23/08, modifies language regarding objectives of the grant, work plan submission, and performance monitoring plan, modify work days ordered. Mod 2: Issued 12/4/08, increases obligation, change submission dates for work plan and performance monitoring plan, change subcontractor name Mod 3: Issued 3/3/09, modifies key personnel on project Mod 4: Issued 9/30/09, obligation increased to \$3,151,000.00
Percent Complete:	47.2%
Subcontractor Notes:	DPK working on this project.
Other Changes:	None

Name:	Kosovo Ministry of Foreign Affairs Support Project (KMFAS)
Contract No. and Date:	DFD-I-00-05-00220-00, Task Order No. 8, issued 09/30/08
Modifications:	Mod 1: May 09 modify IQC number Mod 2: June 09 modify ceiling and obligation amounts.
Percent Complete:	52%
Subcontractor Notes:	Subcontract underway with Deloitte
Other Changes:	
Name:	Supporting the Improvement of Industrial Relations in Vietnam (SIIR)
Contract No. and Date:	DFD-I-00-05-00220-00, Task Order No. 9, issued 10/1/2009
Modifications:	
Percent Complete:	13%
Subcontractor Notes:	LEADCO
Other Changes:	

## Section 2: Task Order PERFORMANCE Reports

### Technical Support Project for Social Investment and Capacity Building in Equatorial Guinea, Task Order No. 2

#### Significant program activities completed during this Quarter include:

- Technical Support Project (TSP) Draft Guide to Technical Requirements for Social Needs Fund (FDS) Social Infrastructure Projects
- Proposed criteria developed for evaluation of expressions of interest for pre-qualification process of companies interested in bidding on infrastructure contracts for FDS projects
- List of 27 Round III projects identified
- USAID/TSP Contract Extension and Work Planning: Contracting Officer's Technical Representative (COTR) Kevin Sharp conducted a site visit to meet with the COP to discuss work planning for the contract extension period and conduct meetings with the FDS Executive Secretary with respect to ongoing USAID support.
- USAID/TSP Contract Work Plan: USAID/TSP Work Plan was submitted on the first week of December. The Work Plan covers the 13 month period from November 1, 2009 (extension modification of the current contact) though the contract termination date on December 31, 2010.
- Project Planning Workshops with the Ministry of Education MECD: USAID/TSP conducted Workshop sessions with staff from the Ministry of Education (MECD) to develop final work plans for the four Round I projects: School Mapping; Training for Preschool Teachers; Expansion, Rehabilitation and Reconstruction of Schools; and Rehabilitation of National Teachers' Curricular and Service Training Center. For each project, the specific work steps were described and programmed into Project Manager software. The working groups reviewed and identified new activities that were not previously contemplated, and other activities that are not going to be developed in the Project Manager. The exercise served to both strengthen the project planning capacity and train participants in using project management software. The final adjusted plans have been reviewed and approved by the Ministry Program Committee.
- USAID/TSP Human Resources Manual: USAID/TSP continued and completed work on adjusting the Human Resource Manual of the USAID/TSP to improve local staff insurance, incorporate local law articles and provide better guidance on project human resources policies and procedures.
- FDS Finance, Budgeting and Accounting Manual was completed in December and it is ready for final review and approval
- Development of an FDS Environmental Review Manual: A draft Manual was completed in December and provided to USAID for review and comments prior to formal delivery to the FDS. Preliminary meetings with technical staff for the Ministry of Environmental and Fisheries (MMAP) were conducted to assess the environmental review strategy with local capacity. The manual outlines a three stage process, in which the initial step (Phase I<sup>1</sup>) that

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<sup>1</sup> Phase I is similar to the National Environmental Policy Act (NEPA) "Categorical Exclusion" determination step and based solely on available project classification and activity information. The step is designed to involve FDS staff in the environmental assessment process to build understanding and commitment to environmental management of FDS projects.

segregates FDS projects based on classification will be carried out by MMAP staff supporting the FDS. Training of MMAP and Working Group staff in the environmental assessment concept and conduct of Phase I reviews will be required.

- **Financial Review of DAI Project Disbursements:** USAID/TSP continued work with the FDS Finance Director to conduct a comprehensive review of all DAI disbursements made to advance the MECD project for the Expansion, Rehabilitation and Construction of Educational Centers and the Modular Training for Preschool Educators project. These disbursements were reported in the FDS Report to Parliament detailing the requirement to reimburse the USAID/TSP program with MECD funds.
- **Preparations and Planning for Round III Projects:** At this writing USAID/TSP is planning to sponsor the Round III working groups commencing in January (pending FDS confirmation and a possible meeting with the Prime Minister<sup>2</sup> )
- **USAID/TSP Office Installation Improvements:** USAID/TSP completed significant infrastructure improvements to its office compound in December. Office repainting, installation of gravel as a means of malaria prevention, closet and door repairs, all were completed to ensure maximum use of office space and capacity. In addition, USAID/TSP is finalizing a competitive bidding process to identify a local vendor to convert under-used office space in order to renovate, expand and create valuable working areas. For 2010, USAID/TSP expects to house USAID's prospective Contracting Officer's Technical Representative (COTR), additional FDS staff, and three to four short-term consultants.
- Future activities planned include a Budgeting and Accounting workshop in January with accountants from five ministries, and a Lessons Learned Workshop with the Prime Minister, Ministers, and 25 members of the Program committee.

#### **Promoting Governance, Accountability, Transparency, and Integrity (PROGATI) in Bangladesh Task Order No. 4**

Significant program activities completed during this Quarter include:

- International Anti-Corruption Day (IACD) was observed in Bangladesh on December 9, 2009. PROGATI sponsored several activities during the week to observe IACD. On December 9, PROGATI hosted a public event in Rajshahi with the Chairman of the Anti Corruption Commission, the US Ambassador to Bangladesh, and Divisional Commissioner of Rajshahi. Ten anti-corruption campaigns were held throughout Bangladesh to observe IACD. Working in collaboration with the Anti Corruption Commission, PROGATI distributed anti-corruption posters and stickers to every district in Bangladesh. A total of 80,000 posters and stickers were printed and distributed. Two public service announcements

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<sup>2</sup> As noted in previous USAID/TSP reports, the meeting with the Prime Minister is essential to confirm the Round III projects prior to launching formal development activities. Depending on the final selection and perspective of the Prime Minister, the working list of 29 pre-selected Round III projects may be significantly changed requiring resubmission of candidate projects and necessitating overall delays to the planned project development schedules.

aired on national television throughout the week, and PROGATI distributed anti-corruption t-shirts to thousands of rickshaw drivers in Dhaka and Rajshahi.

- PROGATI held two important events with the Office of the Comptroller and Auditor General (CAG) to promote more accountable and transparent governance. The first workshop brought together the CAG and officials from his office with the journalists to discuss opportunities for greater media coverage of audit reports. A second workshop initiated dialogue between the CAG and civil society organizations on how they can work together to reduce corruption. Both events were the first of their kind in Bangladesh. PROGATI will work closely with the CAG to follow through on the recommendations for greater transparency and accessibility generated by the events through training and outreach activities.
- PROGATI supported the training of 300 women entrepreneurs on practical skills to avoid corruption. Women business owners are particularly vulnerable to corruption. Most manage micro-enterprises with minimal institutional support and are particularly dependent upon credit. The training, provided by the Bangladesh Women's Chamber of Commerce and Industry (BWCCI), focused on specific areas where women entrepreneurs face corruption the most - tax collection, access to credit and business development services. PROGATI, with BWCCI, also sponsored advocacy events around Bangladesh to promote anti-corruption reforms to protect women entrepreneurs.
- PROGATI held two round tables with the Budget Analysis Community of Practice, a group of organizations and individuals with expertise in budget and fiscal analysis. The first focused on identifying the different skills of the participating organizations and opportunities for collaboration. The second focused specifically on the Government of Bangladesh's financing of Global Climate Change initiatives and how the Community of Practice can participate in oversight over these funds. Participants at this event learned that the Government of Bangladesh has allocated US\$140 million over the past two years for a Climate Change Fund (CCF) to pay for projects and research toward mitigating climate change. To date, however, these funds have gone untouched.
- PROGATI trained 100 officials of the Comptroller and Auditor General's office on improved report writing skills. The Public Accounts Committee of Parliament, the media, and civil society will all benefit from clearer, more concise audit reports.
- PROGATI trained 389 civil society representatives in National Budget oversight. The five-day training course provides the participants with a detailed understanding of the process for development of the national budget, the role citizens can play in identifying priorities, and how to conduct national budget awareness campaigns in their communities.
- PROGATI supported 46 National Budget Awareness campaigns in Chittagong and Khulna divisions. The campaigns build awareness of the national budget and how citizens can participate in monitoring public expenditures.
- The Journalism Training and Research Initiative (JATRI), the investigative journalism center established by PROGATI, conducted three training events for approximately 60 journalists on the following topics: Investigative Reporting for Broadcast Journalists; Interviewing and Source Development; and Ethics and Standards.
- PROGATI trained 120 regional journalists on Investigative Reporting using the newly passed Right to Information Law. The training focused on how to cover events and government activities at the Upazila level.

- Twenty government officials from the Ministry of Local Government, Rural Development and Cooperatives, Ministry of Food and Disaster Management, and the Anti Corruption Commission received training on government communications and outreach. The six-day training focused on how government officials can be more transparent and provide information to media and citizens.
- Working closely with the CAG and the Anti-Corruption Commission (ACC), PROGATI developed a training module on Documenting Cases of Fraud and Corruption. The objective of the course is to ensure that audit staff preserve evidence of fraud for criminal and anti-corruption commission action. PROGATI trained 100 officials from the CAG and ACC on Documenting Fraud and Corruption. This joint training represented the first collaboration between these two institutions.
- PROGATI conducted an assessment of new measures that civil society organizations can use to promote accountability. PROGATI will move forward with introducing social audits for civil society partners through training, field testing and implementation.
- PROGATI conducted an assessment of possible areas of collaboration with the two pilot ministries - the Ministry of Local Government, Rural Development and Cooperatives and Ministry of Food and Disaster Management. PROGATI staff and consultants visited ministry staff in Dhaka and in the field, and key civil society stakeholders to identify training and technical support the project can offer to promote accountable and transparent governance.

## **FATA Capacity Building Program (CBP) in Pakistan Task Order No. 5**

### **Significant program activities completed during this Quarter include:**

#### *Component A: Operationalize FATA Sustainable Development Plan*

- A study was conducted to identify changes needed in Labor Laws to comply with International Labor Laws standards especially in the context of Reconstruction Opportunity Zones (ROZs) at the request of the North West Frontier Provincial Government. This study also recommended the suitable road map to ensure compliance with labor standard requirements contained in the ROZ legislation.

#### *Component B: Monitoring and Reporting*

- In order to support evidence-based decision-making in USAID, FATA-based USAID funded projects are being monitored and verified on a regular basis to ensure accountability and transparency. During this quarter, CBP team carried out 243 monitoring and verification visits on projects being implemented by the USAID partners.
- During the reporting period, CBP team reinstalled the Activity Tracking System (ATS), including the software and databases, on the server of the USAID Consulate Office in Peshawar. This reinstallation was carried out in response to the USAID focal person's request who wanted to learn and understand the ATS system.
- CBP GIS team imparted two days technical training session to the System Manager of USAID on the Activity Tracking System (ATS). This training mainly focused on sharing the technical aspects of the ATS interface and database structure.

#### *Component C: Improve Capacity of FATA Public Sector Institutions*

- During the reporting period, CBP facilitated eight trainings benefiting 97 staff from the FATA Secretariat (FS) and FATA Development Authority (FDA). These trainings focused on building the capacity of staff in project management, financial management and information technology. Since inception, CBP has facilitated 82 trainings for FS and FDA, and 1321 staff have been trained.
- During the reporting quarter, CBP continued providing IT related support to FDA and FS. CBP team installed the main firewall at FDA main office. This firewall will be used to protect the FDA network and establish connectivity to its sub offices. Furthermore, the CBP IT team developed a draft of IT security and general policy guidelines for the FS.
- During the reporting period, CBP held a meeting with the Secretary, Planning & Development (P&D) FATA and Additional Secretary P&D FATA. The purpose was to brief them on previous and on-going activities of FATA CBP GIS support to FS. CBP also informed them that it was reviewing the needs of the FS and would develop a detailed plan for how a GIS unit would be formed with the FS, after identifying its requirements.
- An orientation meeting regarding automation of PC-1 system was held with the FATA Secretariat representatives in CBP Islamabad Office. Eight representatives of the FATA Secretariat attended the meeting headed by the Additional Secretary Planning & Development, FS. The meeting was aimed at presenting and discussing schemes planned for automating development planning and operations of FATA Secretariat and the associated roll out plan for the system.
- Based on this meeting, CBP team initiated its work on the hardware, infrastructure and software aspects of the PC Automation System to operationalize it within FATA Secretariat throughout 2010. CBP will assist FS in the installation of the VSAT facility, which will be required for all the agencies except Khyber agency. From this meeting it was agreed what the approach should be for the PC-1 system for both CBP and FS.
- In order to articulate a joint and demand driven Annual Work Plan 2010, CBP held separate meetings with the Director General Projects-FATA Secretariat and the Chief Executive Officer-FATA Development Authority. During these meetings, CBP shared the key thrust of its program for 2010 and got very useful feedback from key stakeholders. Based on these fruitful meetings, CBP shared the outline of the Annual Work Plan 2010 and training plan for FS and FDA with them.

*Component D: Improve Capacity of Civil Society Organizations*

- During the reporting quarter, CBP conducted four trainings for building capacity of 83 CSO staff. Since inception, 16 trainings have been conducted, benefiting 351 CSO staff.
- During the reporting month, 15 grants were approved. Among these approved grants, three were related to institutional support, with the remaining for strategic planning. Since inception, CBP has partnered with 45 CSOs of FATA and 99 grants were awarded to partner CSOs.
- In the reporting period, two groups of 59 interns in the CSOs internship program completed their six weeks internship with National Rural Support Program (NRSP) and Sungi Development Foundation. With the completion of these two groups, a total of 139 FATA CSO staff have benefited from the CBP internship program.

*Component E: Improve Coordination and Integration of Civilian and Military Activities*

- During the reporting quarter, the 14th meeting of the Civil-Military Coordination Committee (CMCC) was held in CBP's Islamabad Office. The participants were informed about operationalization of CMCs Bajaur and Mohmand and progress of all the projects were reviewed in light of the current security and political scenario.
- During the reporting period, the CMCC (Mohmand) held a final meeting on Project Portfolio with the Political Agent (PA) Mohmand. The Additional PA discussed and finalized list of projects as per the established selection criteria.
- The Civil-Military Affairs Specialist held a meeting with the Director General of Projects of the FS on November 18 to discuss the issues pertaining to civil- military coordination (CMC) and project portfolio of the Civil-Military Coordination Committee (CMCC) - Mohmand. They also proposed the establishment of CMC-South Waziristan.
- During the reporting quarter, CBP held a meeting with the FS Director General Projects, the Pakistan Army, the Frontier Corps, and 11th Corps representatives regarding the distribution of radio sets. In another meeting, Khalid Aziz, CBP Director of Institutional Capacity Building, explained the objectives of distributing these radio sets to the FATA Additional Chief Sectary. An MoU was signed with the FS for distribution of 62,000 radio sets.

*Component F: Communications Strategy*

- During the reporting month, the tele-play, 'La Ta Zar Sha (Love You 'til Death) was completed. The final draft of the tele play "La Ta Zar Sha" was approved by the CBP review committee and the Director ICB. Similarly, the peace songs album and post production is near completion, and seven songs have been finalized.
- During the reporting period, CBP facilitated production and broadcast of 68 programs of 'Da Ulas Ghag' (Voices of People) from Radio Peshawar. Additionally, 79 studio based- programs of 'Kadam Pa Kadam' (Step by Step) were produced and broadcast from PBC Peshawar, and 92 "Peace Radio" Programs were broadcast from FM Mardan.

*Additional Deliverables*

- During the reporting quarter, Mr. Khalid Aziz, Director Institutional Capacity Building (ICB) for CBP, briefed the "National Security Course" on the request of NWFP Government. He discussed various financial, security and communications related issues in FATA and NWFP.
- As an Advisor to the Government of NWFP, Mr Khalid Aziz participated in the National Finance Commission meetings held in Peshawar. The issue of Net Hydrel Profits (NHP) was discussed and finalized. As a consequence of CBP's support and other partners, the participants agreed on the formula of population, poverty/"backwardness," revenue collection/generation, and inverse population density.
- During the reporting quarter, the Director ICB presented a paper on "Internal Security & Law Enforcement" at a panel discussion arranged by the National Defense University, Islamabad. He also held a meeting with the Chief of Army Staff on "Possibility of FATA Reforms after the Military Operation in Waziristan."

## **Building Recovery and Democratic Governance Through the DRC Program Task Order No. 6**

**Significant program activities completed during this Quarter include:**

- In both North and South Kivu, the DAI team held a workshop with the respective Provincial Ministers and Presidents to train them for an awareness-building campaign on the decentralization laws and manuals. There was an initiative to revitalize the “Social Dialogue” between provincial institutions and civil society.
- In both Mwenga and Walungu there were discussions and training sessions to revitalize Public Forums, known as “boite a suggestion,” between citizens and elected officials.
- On December 23, 2009, in the Molekera Commune in Beni and the Baswagha Chefferie in Butembo, the project supported the preparation of a local development plan. The plan will be implemented in all the sectors and *chefferies* during the next five years.
- The DAI team held a workshop in Butembo on transparent management and the amelioration of local public finances for the city of Beni.
- Towards the end of December, community members broadcast the project’s mission and directions for how to submit a proposal over the community’s radio station.
- On December 24, Butembo City Hall revitalized the dialogue of “*Parade Populaire.*”
- A workshop on document archiving techniques took place on October 20-23 in Goma. Beneficiaries included administrative and political personnel of the Provincial Assembly.
- DAI held a workshop on October 28-31 that focused on decentralization and deconcentration for the Goma population.
- On December 18, the CRD organized an *audience publique* (public forum) on the theme “the question of land management in the territories of Masisi and Rutchuru within the perspective of the return of Congolese refugees currently residing in Rwanda and Uganda.”

## **Proyecto de Justicia in the Dominican Republic Task Order No. 7**

**Significant program activities completed during this Quarter include:**

### **A. Management Models:**

**1. Criminal Court Management Models:** The inauguration this quarter of the Management Model for Criminal Courts in the judicial district of Santiago represents a significant contribution by the Proyecto de Justicia. Not only does it mark the third

functioning Criminal Court management model, but it is also the fourth Management model implemented in the Dominican Judicial Branch<sup>3</sup>.

**2. Public Defender Management Model:** During this period, the project has opened two public defenders offices in the judicial districts of Juan Sánchez Ramírez (Cotuí) and Espaillat (Moca). With the opening of these offices, there are now public defense services available in 20 judicial districts. This effort also supported the Office of the Public Defender by providing a workshop to strengthen the Coaching and Management methodology of 25 key staff, including directors, assistant directors, coordinators, and administrative personnel.

**3. Interagency Coordination Bureaus (ICBs):** The progress of ICBs during this period was illustrated in the successful completion of the second Mosaic Meeting (a meeting focused on bringing together members of various justice sector institutions to discuss common problems and identify solutions), in the judicial district of Santiago de los Caballeros. The attendance and participation of senior management authorities from three judicial institutions, as well as that of the USAID COTR, highlights the counterparts' commitment to these new procedures. To date, there have been 54 meetings held by Interagency Coordination Bureau's (14 in San Francisco de Macorís, 16 in La Vega, 20 in Santiago and 4 in Puerto Plata 4.

- B. National School of Public Prosecution:** During this quarter the project supported the career development of public prosecutors by offering technical assistance for a merit-based competitive examination (Concurso de Oposición y de Méritos) for aspiring prosecutors. The purpose of this examination was to fill 90 vacant spots. The project supported this initiative by giving technological support to computerize the recruitment process, as increasing numbers (1,206 at present) have responded to the public call for participants. The project also brought in a consultant (Jorge Chavarría) to assist the institution with curriculum design and to help develop the preliminary training program for Ethics and Integrity of Public Prosecutors. This training focused on Criminal Investigation and the Human Development module "Values of a Prosecutor".
- C. Institutional Integrity Systems (IIS) and Judicial Administration Regulations:** the project continues to advance the dissemination of the IIS within the Judicial Branch, and increasing knowledge and understanding of the regulations covering the Judicial Administrative Career. To date, the project has completed 174 training days/workshops with 4460 judicial participants (2,721 women; 1,739 men). Judicial administrators who have participated in these workshops have expressed their understanding of and commitment to the integrity policy by signing a letter of understanding and commitment which will be included in their employment file.
- D. Study Tours:** During this quarter the project conducted two study tours. The first was to Cuernavaca, Mexico. The aim of this trip was to form working groups and understand

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<sup>3</sup> Judicial districts of: La Vega, Espaillat (Moca) y Santiago with support from USAID as well as the Santo Domingo province developed with Judicial branch funds.

group dynamics. Thirteen people representing different offices of the Judicial Branch participated in this study tour. The second trip was to Bogota, Colombia. The prime objective of this tour was to strengthen and complement the Management Model for the Office of Public Prosecutors in large judicial districts, specifically regarding investigative and coordination functions with other organs of state security, particularly special crime units. A significant aspect noted during the tour was the degree of team unity and integration among all security and judicial institutions to specifically combat organized crime.

### **Kosovo Ministry of Foreign Affairs Support Project (KMFAS) Task Order No. 8**

#### **Significant program activities during this quarter include:**

- The KMFAS-organized training program for new Kosovo diplomatic and consular officers was held October 1-28 in Pristina. The entire KMFAS team participated in the presentations and also arranged for sessions by outside experts as well as by senior international community officials in Kosovo. Topics covered included: crisis management, consular functions, privileges and immunities, strategic planning, and diplomatic security. The program, the first of its kind for the Ministry of Foreign Affairs (MFA), was judged very successful and a milestone in the Ministry's development.
- To assist the MFA in determining the assignment locations and scope of work for the new employees, KMFAS developed a decision process to match an individual's skills, education, languages and interests with the needs of the Ministry and of its posts.
- KMFAS worked with the MFA to revamp its communications and IT (information technology) systems in as expeditious a manner as possible. KMFAS obtained estimates for the provision of design and labor for MFA-projected IT infrastructure improvements, VOIP (voice over internet), and secure video conferences.
- KMFAS produced a series of administrative instructions on consular services to provide the basis for these operations at Kosovo's overseas diplomatic and consular posts. The instructions provide comprehensive guidance on all consular services, providing step by step procedures for implementing relevant Kosovo legislation.
- KMFAS completed an Ethics Handbook for Kosovo diplomats. The Handbook contains discussions of ethical principles, the importance of those principles in the work of the MFA, and a selection of commentaries, articles, and examples of ethical codes.
- KMFAS drafted inventory and control documents to assist the MFA in accounting for government owned property at home and abroad. KMFAS worked with the MFA also to resolve the issue of pending vehicle purchases for the MFA missions abroad, and review the purchases of real estate and other property for the MFA missions abroad.

### **Supporting the Improvement of Industrial Relations in Vietnam (SIIR) Task Order No. 9**

### **Significant program activities during this quarter include:**

- **Establishing the team:** The SIIR project began in mid-October with the arrival of the DAI-based start-up Administrator. The SIIR Chief of Party arrived shortly after. The project staff (the Deputy Chief of Party and Program Specialist) having been identified previously in the proposal process had their employment arrangements finalized. The COP and start-up Administrator interviewed and identified suitable candidates for the Finance and Office Manager and Administrative Assistant positions. By early November the SIIR team was complete, with the start-up Administrator providing training on basic DAI and administrative procedures, as well as specialized financial training for the Finance and Office Manager.
- **Establishing the office:** Following USAID approval of the SIIR project, along with the COP's concurrence, an office space was secured in the same building as the USAID's STAR and VNCI projects. The DAI Project Start-up Administrator and COP then selected the best office design of those submitted and ordered the office furniture and equipment. As the construction of the office space would take several weeks, the SIIR project staff worked mainly out of the STAR office in the interim. By mid-December the SIIR project staff was ready to move in the new office and an office opening party was held on December 18 with US embassy officials, DAI and VNCI staff and representatives of international organizations attending. The only outstanding issue was the IT equipment was not in place as it was being shipped from the US. It is anticipated to arrive in January after which a DAI IT specialist will come out to install the IT systems. Next quarter, the DAI Regional TAMIS Specialist will come out to conduct trainings on TAMIS.
- **Meeting with USAID:** Upon his arrival, the COP, along with the DAI Start-up Administrator met with the USAID Mission COTR, Alternative COTR, and the Regional Contracting Officer (via video conference) to review the SIIR project contract. The primary implementing agency for the SIIR project will be the Ministry of Labor, Invalids and Social Affairs (MOLISA). The COTR therefore arranged an introductory meeting with the International Cooperation Department (ICD) of MOLISA to discuss project approval guidelines, design procedures, and expectations. The Labor Reporting Officer from the US Embassy Economic Section also attended this meeting. Both sides agreed this was a high profile project as it was the first labor related (and governance) activity USAID is supporting in Vietnam. All parties look forward to implementation.
- **Project Design:** After the initial meeting with the ICD of MOLISA, letters were sent to various identified tripartite stakeholders of the project and the planning and project design process began. The SIIR team held meetings with the main stakeholders: designated sections of MOLISA (Legal Division, Labor Inspectorate and Labor and Wages department), the Vietnamese General Confederation of Labor, and the Vietnamese Chamber of Commerce and Industry. Meanwhile, the ICD of MOLISA began identifying the Project Preparation Unit (PPU), which will be the official body SIIR works with on project design. Other international organizations that conduct labor-related activities were identified and introductory meetings were held. In addition, the SIIR project team has started to make internal domestic trips to potential project sites and meet local and provincial stakeholders.

- **Needs Assessment:** The first component of the SIIR project is termed a needs assessment and incorporates the project design process. The SIIR project brought in a consultant who has worked with the US Federal Mediation and Conciliation Service in order to facilitate this process. This consultant, who had recently completed five years of managing a similar industrial relations project in Vietnam, worked with the project team and through his knowledge of labor issues and previous work of the tripartite stakeholders, was able to provide advice and guidance in drafting the entire project document as well as produce a preliminary needs assessment report.

By the end of the quarter, the SIIR office has firmly established itself, and considerable progress had been made in completing the project design document required for approval from the Vietnam government.