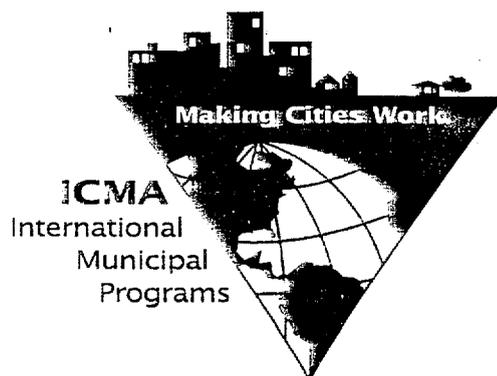


# Shelter Sector Reform Project Newly Independent States of the Former Soviet Union

An ICMA Report

Prepared for the Office of Housing and Urban Programs  
Agency for International Development



**TECHNICAL ASSISTANCE TO THE  
HOUSING SECTOR IN THE  
NEWLY INDEPENDENT STATES**

**ANNUAL REPORT**

**(September 1995 through August 1996)**

Prepared for the U.S. Agency for International Development,  
Bureau for Europe and the New Independent States,  
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Urban Development and Housing Division

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the New Independent States of the Former Soviet Union

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## 1996 MAJOR DELIVERABLES/OUTPUTS

1. Housing Policy Conference and Proceedings: September, Kyrgyzstan  
Five day conference held for over 100 national and oblast officials.
2. Auction Manual and Video: Kyrgyzstan, Kazakstan  
Video distributed to municipalities on how to conduct land auctions.
3. Condominium Training Curriculum and Video: Kazakstan  
Materials designed to educate Board of Directors and other citizen leaders of newly formed condominiums about legal, financial and operational aspects of condominium management.
4. Condominium Formation Monthly Newsletter: Kazakstan  
Includes information on condominiums, cooperatives, and related activities.
5. HHI/GOKR Protocol: Kyrgyzstan  
Lays the foundation for HHI's first project in the NIS, expected to begin implementation in early 1997.
6. Law on Local Self-Government: Armenia  
Increases the general and financial management power and responsibilities of local governments.
7. Three Laws in Kazakstan:
  - Cabinet Resolution 437  
Creates national housing allowance policy.
  - Cabinet Resolution 587  
Resolution concerning demonopolization of housing utilities and calculations of prices for utility services
  - Cabinet Resolution 647  
Creates the basis for the nationwide development of Homeowners Associations.

## EXECUTIVE SUMMARY

This document summarizes the activities undertaken by ICMA pursuant to its contract with USAID for technical assistance in shelter sector reform in the Newly Independent States (NIS) of the former Soviet Union and the results of those activities for the contract year ending August 31, 1996. Under this contract ICMA works primarily in the republics of Armenia, Kazakstan, and Kyrgyzstan.

Stated broadly, the overall goal of the Shelter Sector Reform Program is to help establish private markets capable of achieving efficient and equitable allocation of economic resources for housing and urban development in order to provide consumers increased quality, choice, and availability of affordable housing, and to assure the security of land tenure and property rights that are essential prerequisites for investment in all sectors of the economy.

In addition to privatization of the housing stock and of housing production (and the associated creation of private market capabilities to allocate, service, and develop housing on an ongoing basis), shelter sector reform includes:

- the clarification of basic interests in real property;
- cadastral reform to provide security of urban land tenure;
- reform of the overall process for privatizing, allocating and regulating urban land use;
- building the municipal capacity to provide and manage the infrastructure and facilities for servicing urban development on a self-financing basis;
- the introduction of secured lending for both construction and long-term ownership of real estate assets;
- the establishment of real estate appraisal, management, and brokerage as professions that provide much of the information essential to efficient operation of the housing and real estate markets; and
- the provision of social safety net programs to assure access to decent housing for those who cannot afford the full cost of housing on the private market.

These reforms are essential preconditions not only for nurturing a private housing sector, but also for attracting significant private investment in other sectors of the urban economy.

ICMA's program in each of the three republics in which it is working focuses on selected strategic objectives and activities drawn from the broad goals outlined above in conjunction with USAID/ENI/EEUD/UDA and the respective USAID missions in the field. The overall approach provides for coordinating work on policy and legislation at the national level with parallel pilot projects at the local level. This approach is designed to demonstrate the implementation of the national level reforms.

By the end of this program year (August 31, 1996), the ICMA programs were in different stages of directing efforts toward the strategic objectives and results framework provided by the USAID missions in each country. Thus, the narrative for each country is organized slightly differently.

# ARMENIA

## Background

Stated broadly, the overall goal of the Shelter Sector Reform Program for Armenia is to help establish private real estate markets capable of achieving a more efficient and equitable allocation of economic resources for housing and urban development that provide:

- associated benefits for consumers in an increased quality, choice, and availability of affordable housing.
- security of land tenure and property rights that are essential prerequisites for investment in urban government development and the economy in general.

ICMA's strategy for Shelter Sector Reform in Armenia focuses on technical assistance activities within specific areas, based on the Strategic Objectives of the USAID Mission in Yerevan. The overall approach also coordinates work on policy and laws at the Republic level with parallel pilot projects, training, and institution building activities at the local level that demonstrate implementation of national level reforms.

Over the past year, ICMA's technical assistance focused on four areas:

- legal and institutional framework for private land and real estate markets;
- the policy and legal framework for municipal autonomy and fiscal decentralization;
- local institutional capacity to support the formation of condominium associations (as the vehicle for transferring responsibility for the housing stock to private hands);
- construction industry reform (with emphasis on competitive procurement).

## 1996 Accomplishments

### 1. Legal and Institutional Framework for Private Land and Real Estate Markets

#### OBJECTIVES:

- clarify in law, basic land tenure rights in a form that satisfies the requirements of private investors, owners, and lenders, and to adjust the relations between government and market participants in allocating land and controlling its use;
- develop a property registration system to support both the initial land allocation process and on-going real estate market operation;
- establish an organizational capability at the national level to achieve a reasonable degree of consistency among jurisdictions in the forms and procedures used to register real property.

ICMA provided extensive technical assistance in the development of three important pieces of legislation which the Republic of Armenia (ROA) adopted last year. When viewed together the *Law on Real Estate*, the *Law on Condominiums*, and the *Law on Local Self Government* (see below) helped and continue to help set the stage for significant progress towards meeting USAID/Armenia's Strategic Objectives.

Major accomplishments over the past year include:

- enactment of the *Law on Real Property* and *Law on Condominiums*. These two laws provide much of the legal framework needed to complete the massive transfer of housing and other real estate assets from the public to the private sector, and to support the ongoing operation of private real estate markets. This transfer is critical to restoring local government to fiscal solvency and to creating the revenue base to support municipal government on an ongoing basis. In addition, the *Law on Real Estate* clarifies the basic rights to land and property that are a precondition for attracting significant private investment into virtually all sectors of the economy;
- draft law on property registration brought to advanced stage of deliberation;
- development of regulations for and initial administration of the 1995 Property Tax Law with first receipts under the law collected in the spring of 1996;
- the formation of an inter-ministerial committee on property registration reform;
- initiation of a pilot property registration project with the GOA contributing funds for computer survey and mapping equipment; and
- development of Real Estate Practitioners Textbook.

## 2. The Policy and Legal Framework for Municipal Autonomy and Fiscal Decentralization

### OBJECTIVES:

- clarify functions and fiscal authority of local in context of new constitution;
- demonstration of system for constructing fiscal cadastre and mass appraisal on a pilot basis, along with provision of training in mass appraisal and other aspects of property tax administration.

Major accomplishments over the past year:

- passage of the *Law on Local Self-Government* which, within constitutional constraints, delegates substantial authority to elected mayors and councils and assigns land and property tax revenues to local government. It establishes a basis for moving towards genuine devolution of functions and budgeting authority to local governments, and for providing local revenues commensurate with new responsibilities;
- co-sponsored three-day National Forum on Local Self-Government for over 40 legislators and senior government officials;
- formation of an intergovernmental committee by decision of the Prime Minister, combining representation from both key ministries and the National Assembly, to oversee development of related administrative law, coordination with other legislation, and overall implementation of the new law;
- conducted seminar on Mass Appraisal of Land and Buildings for Taxation, using models of apartment values based on actual market data;
- began construction of mass appraisal model.

3. Local Institutional Capacity to Support the Formation of Condominium Associations (as the vehicle for transferring responsibility for the housing stock to private hands)

OBJECTIVES:

- create local capacity to assist the process of forming effective condominiums on an ongoing basis;
- transfer responsibility for assisting this process to ICMA trained Armenians.

Last year's accomplishments include:

- completion of a nation-wide series of workshops held in over 40 communities, and led by trained Armenian consultants, for mayors/local officials on implementation of the Condominium Law;
- launching of the Yerevan Office of Condominium Services (OCS) as a model for other communities. The Yerevan OCS helped organize over 350 apartment buildings into condominiums;
- progress towards institutionalization of regular seminar offerings on formation of condominium associations for both resident boards of directors and local government facilitators, taught by Armenians, through Yerevan State University;
- 53 condominiums registered in Yerevan between November, 1995 and August, 1996.

4. Construction Industry Reform (with emphasis on competitive procurement)

OBJECTIVE:

- introduction of competitive procurement of construction services and for construction management.

Major accomplishments over the past year:

- formation of the Armenian Builder's Association with over 65 paid members;
- completion of 400 unit Phase II of UNHCR/YMCA shelter program on time and budget; leveraging of Phase III, 600 unit program on target for completion this year and UNHCR commitment to Phase III and of additional funds for elementary school from the Norwegian government. Program has continued to demonstrate active competitive bidding through design build competitions, market based cost-and quality control systems, and construction bonding through commercial banks;
- Successful bidding and completion (on time and budget) of first major construction projects procured using the GOA's own funds --thereby advancing implementation and acceptance of GOA's Decisions (adopted with ICMA assistance) to require competitive bidding for all publicly funded construction through a "Unified Owner". Unified Owner has adapted forms and procedures developed through ICMA assistance to World Bank and UNHCR capital projects);

## Goals for 1997

ICMA's work in 1977 will support the USAID Mission's Strategic Objectives for local fiscal policy and management and the development of private enterprises in the housing (real estate) services industry. ICMA will work on five sub-projects within the two major strategic objectives.

### **Mission Strategic Objective 1.2: Increased Soundness of Fiscal Policies and Management Practices**

#### 1. Municipal Fiscal Reform: Legal Framework and Capacity Building

- assist in development of market-oriented budget and financial systems for national and local governments;
- assist in development of a national policy for transfers and local revenue enhancement ;
- assist in capacity building at the local level in budgeting/financial management.

#### 2. Market-based Property Assessment: Increased Effectiveness of Tax Administration and Collection Systems

- introduction of market-based property assessment for property tax purposes;
- development of a fiscal cadastre as needed for property tax administration;
- introduction of western appraisal techniques.

### **Strategic Objective 1.3: Accelerated Development and Growth of Private Enterprise (in Housing and Real Estate Sector)**

#### 3. Establishment and Expansion of real property registration

- development and adoption of property registration law in conjunction with completing pilot property registration project underway.

#### 4. Development of Private Housing Sector Support Services

- assist condominiums and municipalities with competitive bidding for contracting out property management/ maintenance and housing related municipal services;
- continued assistance with development of NGOs, particularly the Armenian Builders' Association and the Armenian Center for Real Estate Research and Training.

#### 5. Market-based Land Allocation/Regulation

- depending on counterpart interest and overall funding, assist in a variety of activities aimed at transferring urban land to private ownership and thus to property-tax generating use.

# KAZAKSTAN

## Background

During 1996 ICMA's work in Kazakstan focused on three components:

- development of homeowner associations;
- implementation of a national housing allowances program; and
- initiation of a municipal performance component aimed at increasing municipal capacity in support of the first two components.

The 1996 Kazakstan Work Plan focused on four cities (Semipalatinsk, Petropavlovsk, Taldy-Korgan, and Aktubinsk) through local ICMA resident staff, and supporting activities with a significant media and communications component. The primary purpose of this strategy was to develop local capacity to demonstrate reforms, and to provide a basis for extending the reforms to additional cities. The success of this strategy is evident: the four cities are in the forefront of homeowner association development and implementation of housing allowance programs, and all have introduced or are in the process of introducing competitive contracting to improve municipal performance. The work in the four cities has provided a model for a national roll-out of homeowner associations and allowances. The media support component has been enormously successful, providing air time on television and radio and space in the print media, fostering a national discussion of housing issues.

While shelter sector reform in itself is not a USAID/CAR Mission strategic objective, the success of shelter reform in Kazakstan has contributed significantly to a number of ENI and Mission Strategic Objectives. The results and impact of shelter sector reform is reported against Strategic Objective 2.3, "demonstrate more effective, responsive, and accountable local government on a pilot basis," and Strategic Objective 3.2, "improved sustainability of social benefits and services."

However, because shelter sector reform has economic significance, and impacts the role of local government on the status of family housing, the impact of shelter sector reform in 1996 has contributed in significant ways to other Mission and ENI Strategic Objectives. The full impact of the success of shelter reform in Kazakstan in 1996 can not be captured without relating it to strategic objectives other than SO 3.2 and SO 2.3. Accordingly, this report will include contributions to Mission Strategic Objectives in addition to the two under which ICMA's work in Kazakstan falls.

## 1996 Accomplishments

1996 has seen exceptional progress in shelter sector reform in Kazakstan, in terms of both policy development and implementation. It is not exaggerating to state that USAID assistance in 1996 through ICMA has transformed Kazakstan from a passive position to one of leadership in shelter reform among transition countries. Reforms in 1996 included:

- the establishment of the institutional foundation for sustainable housing and utility services, with the adoption of a national policy removing government subsidies for utilities;

- the transfer of housing and land assets from the state to the private sector, with the adoption of a national policy privatizing housing;
- the removal of much of the financial burden for housing-related subsidies, thereby increasing the potential for sound central and local government fiscal policy;
- the development of private enterprises in the form of property management companies;
- an increase in citizen awareness of the housing reforms;
- the creation of shelter sector advocacy NGOs;
- a shift in the roles and functions of local government.

Specifically, housing and utility in prices have been de-subsidized, a national housing allowance program has been instituted, a vast amount of housing formerly owned, maintained, and managed by the Government has been transferred to private homeowner associations, several local governments have demonstrated improved effectiveness, transparency, and accountability. And, finally, a low cost but extremely effective media campaign has made shelter reform into a widely-discussed issue.

#### 1. Development of Homeowner Associations

*Strategic Objective 1.1:* Increased Transfer of State-owned Assets to the Private Sector

*Strategic Objective 1.3:* Accelerated Development and Growth of Private Enterprises.

*Strategic Objective 2.1:* Increased, Better-informed Citizens Participation in Political and Economic Decision-Making

#### OBJECTIVES:

- formation of at least 50 homeowner associations;
- formation of two regional associations;
- provision of training to at least 20 associations;
- contracting for services and maintenance initiated by 20 associations.

Previous housing sector privatization led to widespread private ownership of individual apartments, but not of the buildings themselves. Cabinet Resolution 647, issued in May, 1996, created the basis for the nationwide development of homeowner associations, a primary area of ICMA assistance and component of shelter sector reform. Under this Resolution, local governments are charged with developing and implementing the formation of homeowner associations. Without detailed guidelines from the central government, they are now transferring apartment buildings and adjacent land into the ownership and management of private homeowner associations.

It is estimated that more than half of all residential buildings are now being managed privately. These associations own and manage residential property throughout Kazakhstan. In 1996, ICMA provided direct training, through workshops and consultations to 4,390 individuals, approximately half of whom were involved in the founding, formation, and operation of private homeowner associations engaged in market-oriented private property management and maintenance. All participants received the ICMA Guide to Formation of Housing Associations.

While registered as consumer cooperatives pending adoption of a condominium law, these associations are private firms engaging in and creating an entirely new business sector of the economy. In addition, the transfer of housing to private ownership, via homeownership

associations, is creating the basis for development of a property tax base which will generate local tax revenue.

Major accomplishments include:

- indirectly, formation of over 2,000 homeowner associations;
- provision of training in forming and organizing homeowner associations to approximately 400 associations, and to approximately 100 homeowner associations in specific areas of operations and management;
- norm for homeowner association procurement of services is now through contracts with utility and maintenance providers, or by staff provision of maintenance and management services;
- formation of 15 NGO regional associations of homeowner associations to serve as advocates for shelter sector reform and private property management, bringing the total number of NGOs to 16. These regional associations play an advocacy role primarily at the local level, working with local governments on behalf of their members.

## 2. Implementation of a national Housing Allowance Program

*Strategic Objective 1.1:* Increased Transfer of State-owned Assets to the Private Sector

*Strategic Objective 3.2:* Improved Sustainability of Social Benefits and Services

OBJECTIVES:

- establishment of four housing allowance centers.

Cabinet Resolutions 437 and 587, issued 1996 with significant input from ICMA, created the conditions that enabled an increased private role in housing and utilities. Resolutions 437 and 587 removed subsidies from utilities and supported de-monopolization of them. These actions, which have brought utility prices to market costs, have made private sector entry into utility services feasible, as demonstrated by the sale of the Government-owned firm Almatyenergo, which provides electricity, heat, and hot water, to the private firm Tractobel of Belgium.

Cabinet Resolution 437 mandated that local governments design, implement, administer, and fund local housing allowance programs in a manner that would achieve the goals of the national policy. Local governments have created programs without reliance on specific and detailed guidance of central government, resulting in development of housing allowance programs that are sensitive to local differences and capabilities.

Cabinet Resolution 437 also created a national policy aimed at providing targeted subsidies to lower-income families who may suffer short term negative impacts of de-subsidization of utility prices. Under the Resolution although prices for most utilities have been brought to full market costs, local governments have established programs that provide housing allowances (targeted social benefits) based on family income, space occupied, and services received. Analysis of the program shows that benefits are, in fact, flowing to the most vulnerable and neediest populations, with pensioners forming the single largest group of recipients.

With over fifty local housing allowance programs now in operation, with at least one administrative center in each oblast, it is estimated that approximately 50,000 families are

receiving assistance. As utility prices increase to full cost, the number of applicants for housing allowance assistance can be expected to rise significantly. Coverage of the population remains thin and dependent on local government program capabilities. In Semipalatinsk allowances are provided to more than 11,000 families, or 13% of the population. The housing allowance program in Taldy-Korgan, arguably the poorest oblast, has already processed more than 6,600 applications and now provides subsidies to almost 2,500 families. On the opposite pole, the city of Almaty has processed only 444 applications and provides subsidies to only 60 families.

In addition to organizing a national conference on housing allowances at the request of the Cabinet, ICMA provided computer equipment to 10 housing allowance centers, developed administrative materials and computer software, provided extensive assistance in program modeling and design to individual local governments, provided extensive assistance to individual centers on problem solving, implemented a media campaign to improve public understanding of the allowance program, and assisted local governments in creating and implementing their own local media programs.

Major accomplishments include:

- passage of Cabinet Resolution 437 creating a national housing allowance policy
- implementation of a housing allowance program, with more than 50 housing allowance centers established, with at least one center in operation in every region;
- ICMA co-sponsorship of a national conference on housing allowances, followed by three regional workshops on allowance policy, modeling, and administration for 165 senior government staff of 18 oblasts and local governments.

### 3. Initiation of a Municipal Performance Component

<i>Strategic Objective 1.1:</i>	Increased Transfer of State-owned Assets to the Private Sector
<i>Strategic Objective 1.2:</i>	Increased Soundness of Fiscal Policies and Fiscal Management Practices.
<i>Strategic Objective 2.3:</i>	Demonstrate More Effective, Responsive, and Accountable Government on a Pilot Basis
Local	
<i>Intermediate Result: 2.3.1:</i>	Strengthen Political and Legal Basis for State and Municipal Operations
<i>Intermediate Result: 2.1.3.1</i>	Increased Government Transparency
<i>Intermediate Result: 2.3.2:</i>	Strengthen Financial Basis of Local Government

OBJECTIVE:

- establishment of transparent, open, market-oriented contracting for some municipal services being carried out by at least one focus city.

As a result of privatization of housing ownership and management, and de-subsidization of utility prices local and central governments have been able to shed the financial burden of providing subsidies of housing and utilities. While data on the national impact of this is not available, it is estimated that the reduction in subsidies in some cities will amount to about 50% of the total municipal budget. Reductions of at least \$900 million in central government funding of subsidies is expected in 1997.

Two examples of increased Government transparency occurred at the local level. In Taldy-Korgan, a competitive tender for the oblast's annual coal supply on one million tons coal was carried out. The bid was widely publicized, and bid opening, evaluation, and award were carried on live local television. The impact of this open process was so great that local citizens were still discussing it months after the event. Semipalatinsk Oblast has adopted a policy of competitive tendering for all procurements. All tenders, tender conditions, and tender awards are now publicized, permitting the public to gain far greater information on local government procurement than was previously possible.

These demonstrations of transparent competitive contracting have demonstrated that local government, within the present legal and political framework, has considerable autonomy for reforming administrative practices. By demonstrating that local government can be a source of effective and accountable administration, the case for decentralizing government has been strengthened.

Major accomplishments in 1996 include:

- successful implementation in Semipalatinsk Oblast of competitive procurement of municipal services and establishment of a centralized procurement office;
- successful competitive bid for coal in Taldy-Korgan, with agreement to conduct additional tenders;
- acceptance by Petropavlovsk of a trial run at tendering for several activities;
- trial privatization of management of heat and hot water supply in Semipalatinsk;
- development of a manual on service contracting, including procedures and sample contract documents.

### 3. Support Activities

#### *Intermediate Result 2.1.2.2: Increased Ability and Willingness of Independent Electronic Media to Report on Democratic Processes and Public Policy Issues*

The media initiative of the 1996 Work Plan has been exceptionally successful and is credited with having created public awareness of the issues involved with housing sector reform - and the solutions. The ICMA media program, which has been exceptionally low-cost and high-impact, was cited by USAID/CAR as an example for other USAID contractors. ICMA worked with independent media outlets. Initially, national and local media coverage focused on ICMA conferences and workshops as a means of increasing understanding of issues, and of providing access to materials, and perspective on the interest of the public in housing reform. However, programming was sufficiently interesting to make it not only in the public interest, but profitable as well.

Major accomplishment includes:

- ability and willingness of the independent media to report on shelter sector reform increased dramatically.

## Goals for 1997

The 1997 Work Plan builds on 1996's success in shelter sector reform, and focuses on sustainability. It retains the same three components - homeowner associations, housing allowances, and municipal performance - and the same implementation strategy. However, a significant shifting of emphasis also takes place, with overall program emphasis on municipal performance.

In particular, the 1997 Work Plan will demonstrate the benefits of administrative reform at the local level, with specific activities in competitive contracting and privatization of service management. These activities will take place within a framework of improving urban management, with a goal of initiating a discussion of the roles and functions of local government in the housing sector, seeking to bring to bear ideas and concepts that enable local administrations to initiate better planning and management.

The 1997 Work Plan has three goals:

- consolidate progress in establishing new and development of existing homeowner associations, through training and development of regional associations of homeowner associations;
- assure access to housing allowances;
- demonstrate improvements in municipal-level administration and management, with emphasis on the capability of local government to do more with fewer resources.

The third goal reflects a new focus on local government issues, with priority given to expansion of the municipal performance component of the Work Program.

In summary, the 1997 Work Plan will continue to implement reform strategies related to homeowner associations and de-subsidization of utility services to ensure sustainability of social services and benefits linked to Mission Strategic Objective 3.2. However, it will also emphasize municipal performance activities in order to provide a broader urban framework for the sustainability of shelter sector reform, contributing more in 1997 to SO 2.3 than in 1996.

The 1997 emphasis on municipal performance emphasizes ideas, concepts, tools and skills needed at the local level to allow fiscal and political decentralization to succeed. It also focuses on urban management concepts rather than a single reform such as municipal finance. The municipal performance emphasis also seeks to develop strategies to assist the Mission in developing shelter and urban management projects, possibly in cooperation with other donors.

### Homeowner Associations

Activities in this component will focus on strengthening the organization and operation of Kazakstan's many new homeowner associations. Given the national scope of the need for information and training, this component will focus ICMA's work with regional associations of cooperatives, mobilizing them as training providers and sources of assistance and services for individual homeowner associations.

### Housing Allowances

Kazakstan now has a national housing allowance program and has largely de-subsidized utility prices. The emphasis in this component will shift to improving the coverage and effectiveness of housing allowance programs. Activities in the allowance program will seek to improve service efficiency, ensure access to subsidies, and constrain price increases by improving performance. The component will also seek to evaluate the extent to which real-cost pricing is being achieved, and the extent to which inefficiencies in production and delivery impact on prices.

Taken together, the activities will feed into recommendations to the Government for improvements in the allowance program, utility performance, de-monopolization, and central government funding for allowance programs - for those regions unable to meet the demand for subsidies.

### Municipal Performance/Urban Management

ICMA will help local administrations to develop ideas, concepts, tools, and skills to improve the performance of local government, with emphasis on managing urban entities. The timing of such work is appropriate, especially in view of the proposed World Bank Public Sector Resource Management Adjustment Loan, which emphasizes reform of the budget process, administration, and housing. It is also critical that such assistance be provided because other aspects of shelter sector reform are having enormous impact on local budgets and administrative capabilities. Activities in this component complement other work being carried out by USAID/CAR in fiscal decentralization and municipal finance.

Specific activities in the Municipal Performance component will be grouped into two "umbrella activities." The first will emphasize concepts related to technical and managerial performance, including competitive contracting techniques and privatization. The second will emphasize concepts related to financial efficiency and will include development of guidelines for improving financial management and budgeting, with a strong emphasis on setting priorities, analyzing alternative uses of resources, and financial measurements of performance. It will also include ideas and concepts about revenue generation, especially in the area of fees and service charges. The third will seek to strengthen the stature and professionalism of local administrators through development of a national association of public administrators.

## KYRGYZSTAN

### Background

ICMA has been working in Kyrgyzstan for two years. Efforts have focused on three broad areas:

- development of a policy and legal framework for housing and urban real estate development;
- land privatization and urban real estate development; and
- privatization of housing and housing maintenance/management.

### 1996 Activities and Accomplishments

#### 1. Policy and Legal Framework for Housing and Urban Real Estate Development

##### OBJECTIVES

- Preparation and adoption of a "Housing Policy Concept"
- Preparation and adoption of a Property Registration Policy/Law
- Preparation and adoption of a Condominium Law

ICMA's work during 1996 focused on encouraging the formation of an Interministerial Housing Policy Council/Working Group (IHPC) to build consensus around the need for an action plan for housing reform, complete with legislative initiatives. ICMA assisted with the organization of the IHPC and then worked with the members of the IHPC Working Group in developing a Housing Policy Reform Program, which included draft housing policy legislation and a Housing Policy Action Plan. ICMA also developed a guide to model housing policies and a "decision matrix" to assist the IHPC in evaluating alternatives for use in the process of development, adoption and implementation of housing policy laws. The "decision matrix" is also intended for use by Parliament and the Government Apparats in their future deliberations on housing policy.

ICMA also sponsored a five day conference for national and oblast officials on democratic decision making in development of national housing policy. Over 100 officials attended. Using a participatory democratic process, all conference delegates participated in the formulation and ranking of a series of policy objectives to provide overall guidance to the policy development process. The proceedings of the conference, in Russian, were distributed to all participants and to other appropriate national, oblast and local officials.

ICMA worked with an IHPC working group in developing various housing policy materials including: a housing reform action plan, a draft Property Registration Law, (which is currently being considered by Parliament), a draft Condominium Law and a draft Law on Housing Policy Fundamentals.

Major accomplishments include:

- a successful five day conference for national and oblast officials on housing policy with over 100 participants;
- a proposed national Housing Policy Reform Document submitted by the IHPC to the GOKR for approval. The document includes a housing policy action plan, a housing policy concept,

a draft decree on housing fundamentals, drafts of three proposed pieces of reform legislation: a Condominium Law, a Property Registration Law, and a Mortgage Law, and a proposal for development of a housing indicators statistical capability;

- development of a guide to model housing policies and a decision matrix for adoption and implementation of housing policy for use by Parliament and the Government Apparatus as guidance for their deliberations;
- drafts of a Condominium Law and Property Registration Law completed and submitted to Parliament.

## 2. Land Privatization and Urban Real Estate Development

### OBJECTIVES

- creation of a municipal capacity to make land available to the private sector for investment in housing and other forms of urban development;
- implementation of a housing systems demonstration program to develop private sector capacity in real estate development; and
- development and implementation of unified property registration system to provide security of land tenure.

During 1996 ICMA worked with the cities of Bishkek and Osh in the drafting and adoption of local regulations for land auctions and in the organization and holding of land use rights auctions. Bishkek conducted eight land auctions and Osh two land auctions this year. ICMA also completed an Auction Manual and accompanying video for distribution to municipalities seeking to institute land auctions. In addition to helping establish the auction process in the cities of Bishkek and Osk, ICMA also worked with several other municipalities, principally Karabalta and Kara Su, to help establish the auction process.

ICMA worked closely with the Central Asian-American Enterprise Fund (CAAEF) and the EBRD on obtaining financing for several apartment completion projects: Bereke, Chaika and Chuybatschkurulush. By the end of August, CAAEF had approved construction financing for the Bereke project and construction had begun. ICMA also worked with CAAEF to obtain its agreement to take a more active role in technical assistance in real estate development extension work as ICMA phases out of this area. ICMA also conducted several five day seminars on construction business planning throughout Kyrgyzstan. The IHPC supports this initiative as complementary to its policy work and as a means of providing feedback on actual constraints to housing investment, cumbersome permitting processes, titling issues, etc. that will need to be resolved via policy and legislation.

ICMA/Kyrgyzstan co-hosted the initial Habitat for Humanity International (HHI) visit to Kyrgyzstan. ICMA was instrumental in arranging for HHI and GOKR to sign a Protocol of Cooperation at the United Nations "Habitat II" worldwide housing conference in Istanbul in June. This lays the foundation for HHI's first project in the NIS, expected to begin implementation in early 1997.

ICMA was instrumental in coalescing GOKR and international donor interest in property registration reform. An interministerial working group, chaired by a Deputy Minister of the Economy, was established and agreement reached on a three phased program. Phase I, program design and initial legal drafting was implemented in late 1995/early 1996 with technical

assistance/training through this contract. Phase II, pilot project development/implementation, is now underway, funded through another USAID vehicle. Phase III envisages large scale implementation, using methodologies developed through the pilot program, with initial funding expected through the World Bank.

The 12 month pilot program began in late July with the arrival of a field team from Terra Institute of Madison, Wisconsin. The Project Management Group, a non-profit organization composed of key specialists on leaves of absence from the GOKR, has been formed with ICMA/Terra's guidance and has begun operations on an interim basis, pending approval of its legal charter. A draft Resolution, creating an Interministerial Council on Immovable Property Registration (IMC) as the coordinating body on real estate market policy in the Kyrgyz Republic, and a draft Regulation that constitutes the charter for the PMG have been drafted. Terra and the PMG have secured office space and begun the organization and mobilization of the PMG, including staffing and equipment procurement. ICMA completed and submitted a draft of the Immovable Property Registration Law to Parliament in May. However, the Parliamentary committee to which the bill was assigned has decided that it does not want to consider the bill actively until lessons learned from the Pilot Project can be incorporated into the proposed draft of the law. The outline and draft of the Action Plan for the four years after the Pilot Project has been completed and submitted to the World Bank. ICMA conducted a study tour to Hungary and the Netherlands on property registration for leading members of the IMC.

1996 accomplishments include:

- completion and submittal to Parliament of a draft Property Registration Law;
- creation and initial implementation of the pilot Property Registration Project;
- signing of a Protocol of Agreement between the Government of the Kyrgyzstan Republic and Habitat for Humanity International;
- financing through CAAEF and groundbreaking for the Bereke International project, the initial project in the Housing Systems Demonstration project;
- institutionalization of national level capacity to support, and building of local capacity (in Bishkek and Osh) to conduct, land auctions;

### 3. Privatization of Housing and Housing Maintenance/Management

#### OBJECTIVE

- creation of municipal capacity to support the creation of condominiums and resident associations;
- establishment of training programs in condominium formation and operation.

ICMA conducted oblast wide workshops on condo formation in Osh, Djalalabad, and Balykchy, with over 350 attendees. The IHPC, with ICMA encouragement, formed a Condominium Working Group subcommittee. ICMA worked closely with this subcommittee in the development and drafting of a Condominium Law which has been submitted to Parliament. ICMA provided extensive technical assistance to newly formed condominiums in Bishkek and other cities, and to individuals and officials interested in forming condominiums. ICMA also worked with the cities of Bishkek and Djalalabad in their efforts to establish Housing Reform Offices to provide resident association services. ICMA developed an informational brochure and advertising program on condominium formation for use by municipalities in the organization of

a "condominium campaign" by their newly formed Housing Reform Offices. ICMA, in conjunction with the Academy for Education Development/NET project, conducted two study tours to the US for national and municipal officials on the formation and management of condominiums. A combined follow-on session for the participants of both tours led to the formation of an advisory/advocacy group pledged to work for the enactment of a condominium law to facilitate condominium formation in Kyrgyzstan.

1996 accomplishments include:

- introduction of a proposed Condominium Law for the Kyrgyz Republic;
- establishment of a Condominium Training Center in the City of Balykchy;
- establishment of Housing Reform Offices in Bishkek and Djalalabad to provide support services to resident associations;
- regional workshops on condominium formation in Osh, Djalalabad, and Issyk Kul (Balykchy);
- completion of informational brochures, media advertising and the first working draft of a manual on "How to Establish and Organize Condo Operations"; and
- development of a directory of condominiums/resident associations which have been established on a pilot basis (in advance of a juridical basis in national law) containing approximately 40 condo/resident organizations in at least five cities.

## **Goals for 1997**

With ICMA's work in shelter sector reform in Kyrgyzstan due to be phased out by April 1997, ICMA's efforts for the remainder of its contract will seek to institutionalize the successes of 1996, plus focus on activities associated with close-out of the project and transfer of technical assistance responsibilities to newly trained local experts.

### Policy and Legal Framework for Housing and Urban Real Estate Development

Institutionalize the Housing Policy Process with the adoption of the proposed multi-year action plan, the proposed Condominium Law, Mortgage Law, and Registration Law.

### Land Privatization and Urban Real Estate Development

The current thinking is that the land disposition process should be decentralized and a "local option". Thus, ICMA will work to strengthen and institutionalize the technical capacity at the national level to support the municipal land disposition process and will work with cities to initiate and institutionalize land auctions.

ICMA will assist Habitat for Humanity International with the start-up of its Self-Help Housing Project.

ICMA will provide overall management and coordination to the MDM-funded Pilot Property Registration System Demonstration Project.

Privatization of Housing and Housing Maintenance/Management

ICMA will continue to work with municipalities to strengthen their capacity to support the formation and operation of condominium/resident associations, especially in establishing Housing Reform Offices.

ICMA will develop training materials for condominium boards of directors and provide training in condominium management.

Close-out Activities

ICMA will provide the required formal notification of program termination, transfer of files and property, conduct financial close-out activities and prepare and submit all final program and financial reports.

**ARMENIA TRAINING ACTIVITIES**  
**September, 1995-August 1996**

Date/Location	Organizer/Presenter	Participants	Description
September 1995 Washington, DC	Cooperative Housing Foundation	<p><i>Avetik Gasparyan, Condominium facilitator, UNHCR contractor; Norayr Vardanyan, Triangle Block property manager, YSU trainer; Leva Aslanian, Head of Department of Condominium Services Executive Committee of Echmiadzin City Council; Yuri Movsisyan, Professor of Algebra and Geometry, YSU trainer; Haykaz Karapetyan, City Council legal consultant, YSU trainer; Dianna Avetyan, ICMA Project Manager; Shavarsh Markarian, Professor of Economic Theory, YSU trainer; Artak Bagratuny, Senior Officer at Dept. Of Urban Development and Earthquake Zone Issues of the GOA; Khachatur Ghaplanyan, Vice-Mayor of Communal Services Executive Committee of Abovian; Ruben Ter-Grigorian, Head of Condominium Services Section, Department of Utilization of Buildings and Structures, Yerevan City Council; Armen Hovhannisyan, Vice-Mayor of Housing Economy Executive Committee of Vanadzor City Council</i></p>	<p>To provide training and expertise to local leadership charged with helping residents of privatized apartment buildings, replacement housing, and refugee housing organize condominium associations and to enhance the ability of locals to assume responsibility for condominium formation and housing management.</p>

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October - December 1995	ICMA	City officials of Goris, Kapan, Jermuk, Artik, Aparan, Maralik, Spitak, Sisian, Megry, Kajaran, Agarak, Yegheguadzor, Vajk, Charentsavan, Sevan, Kamo, Martuny, Vardenis, Dilijian, Ijevan, Taush, Azatamut, Alaverdy, Aghtala, Shamlush, Noyomberian, Ararat, Artashat, Vedy, Masis, Hoktemberian, Ashtarak, Baghramian, Nor-Hachn, Biureghvan, Eghvard and Argel	One and two day Regional Condominium Workshops held in Goris, Aparan, Yeghegnadzor, Sevan, Dilijan, Alaverdy, Artashat, Hoktemberian and Eghvard on the implementation of the Condominium decree.
December 1995 Vanadzor	Yerevan State University Private Housing Center	Residents and leaders of housing associations	Training of Trainers in Vanadzor
December 1995 Yerevan	YSU Private Housing Center	15 employees of Yerevan City Council Maintenance Department	
February 1996	Steve Anlian Jacob Terk	Meruzhan Galstian, Samvel Nahapetian, <i>Central Bank</i> ; Edward Herron, <i>IMF Advisor</i>	Workshop on property valuation methodologies.
March 1996 Warsaw, Poland	Urban Institute	Gagik Khachatrian, <i>Deputy Minister of Urban Development, ROA</i> ; Ruben Ter-Grigorian, <i>Director of Office of Condominium Services, City of Yerevan</i> ; Dianna Avetian, <i>Project Manager, ICMA</i> .	Condominium Conference for Central and Eastern Europe.
April 1996 Yerevan	ICMA/USAID GOA World Bank	Fifty senior Armenian government and legislative officials, including Ruben Barshegian, <i>Minister of Administration</i> and Edward Yegorian, <i>Chairman of the National Assembly Standing Committee on State Legal Issues</i>	Two day national Forum on Local Self-Government for legislative and executive policy makers on the fiscal relationship between the Central government. and the Marzpets and local municipalities.

April 1996 Yerevan	ICMA		One day follow-up workshop to discuss issues raised at National Forum, relating to incorporation into draft Law on Local Government.
June 1996 Budapest, Hungary Stockholm, Sweden	ICMA	Andranik Andreassian, <i>First Deputy Minister of Urban Development, ROA</i> ; Nazik Mnoyan, <i>Deputy Head of Legal Department, ROA</i> ; Karen Hakobian, <i>Head of Department of Urban Economy and Construction, ROA</i> ; Samvel Kotolikian, <i>Deputy Minister of Economy, ROA</i> ; Arsen Bagratian, <i>Director of the state Enterprise for State Registration of Real Property, City of Yerevan</i> ; Gagik Begjanian, <i>Head of Department of Technical Inventory, Ministry of Urban Development</i> ; Artashes Arakelian, <i>Director of Scientific Research Center of City Management Systems, City of Yerevan</i> ; Vahan Harutiunian, <i>Real Property Registration Pilot Project Manager</i> .	Study Tour to observe legislative, technical and institutional issues associated with implementation of a real property registration system. Included lectures, site visits to registry offices and real estate offices and demonstrations of the technology associated with registration systems.
July 31, 1996 Yerevan, Armenia	ICMA Richard Almy	25 attendees from Ministry of Finance/State Tax Inspectorate, Ministry of Urban Development/Cadastral Department/Inventory Bureaus of Yerevan and the GOA, and the Ministry of Economy.	One day seminar on Mass Appraisal of Land and Buildings for Taxation, using models of apartment values in Yerevan based on actual market data.
July-August 1996 Yerevan, Armenia	Marston and Marston		Formal training for programming staff for property registration project, and on-the-job technical training in AutoCAD, Map Info, CASE and database management.

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<p>August 28, 1996 Yerevan, Armenia</p>	<p>ICMA Philip Rosenberg Mark Gallagher Ministry of Finance Ministry of Urban Development Ministry of Territorial Administration</p>	<p>Employees of Ministry of Finance and Ministry of Urban Development</p>	<p>Conference /roundtable on fiscal decentralization, including methods for transferring money from the central to local government and budgeting from the local government perspective</p>
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**KAZAKSTAN TRAINING ACTIVITIES**  
**September, 1995-August 1996**

<b>Date/Location</b>	<b>Organizer/Presenter</b>	<b>Participants</b>	<b>Description</b>
September 1995 Almaty, Kazakstan	Dana Keeney	20 members of the housing finance and banking industry	Focus on mortgage technology
September 1995 St. Petersburg, Russia	Eastern European Real Property Foundation	Milana Akkerman, Ascar Karimov,	Leadership workshop for executive officers of Kazakstan Real Estate Association
November 1995 Almaty, Kazakstan	Paul Mengert	Participants in the CHF/NET Study Tour on cooperative formation	Follow-up training on cooperative formation for participants in the May-June CHF/NET Study Tour

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November 1995 Kiev, Ukraine	John Stern ICMA staff	<p>-V.N. Kushtina, head of the Republic of Kazakhstan Cabinet of Ministers , department of Finance, Labor, and Monetary Circulation, representing the Cabinet of Ministers and in charge of national policy related to social protection issues;</p> <p>-N. M. Verbitskaya, deputy head of the social protection department of the Ministry of Finance, and the person responsible for design of the national allowances program;</p> <p>-L.G. Semigulina, the head of the Semipalatinsk housing allowances center;</p> <p>-M. Bapazov, housing maintenance engineer and designated head of the housing allowances center in Taldy-Korgan;</p> <p>-N.N. Kravtsova, specialist in privatization and designated head of the housing allowances center in Aktubinsk;</p> <p>-B.R. Slushayev, head of housing allowances center in Pavlodar; and</p> <p>-A.I. Krikunenko, head of maintenance and designated head of housing allowances in Almaty.</p>	Study Tour to observe Ukraine's housing allowance program. Participants met with local and national government officials and with the staff of PADCO/Kiev to discuss concepts, procedures and administration of a housing allowance program. Focus was on philosophy underlying a housing allowance program, intergovernmental issues, and problems and pitfalls.
February, 1996 Semipalatinsk	ICMA Semipalatinsk Housing Allowance Center Staff	20 senior officials from Housing Allowance Centers in Semipalatinsk, Taldy-Korgan, Petropavlovsk, Pavlodar, Karanganda, Akmola, and Leninisk	Three day seminar on housing allowance policy, modeling, targeting and administration of a housing allowance program.
February - March 1996	AED/CHF	13 Kazakstanis referred by ICMA	Three week study tour to the US (Washington, DC and Georgia) on formation of condominiums, management of housing associations, and maintenance.
February-March 1996	ICMA Paul Mengert John Stern	19 participants from six cities, including Almaty and Aytrau	Field testing of first three of five course series in cooperative formation and management: legal organization, maintenance and contracting, and general operations

February 1996 Almaty	ICMA Paul Mengert John Stern	New ICMA/Kazakstan Regional Coordinators and ICMA Bishkek staff	Three day training of trainers using Meengert developed curriculum on cooperative formation and management to prepare staff to carry-out training activities, to develop staff capacity to meet 1996 work plan targets and to "roll-out" cooperative formation program to additional cities.
		Taldy-Korgan	Workshop on land ownership issues for Setlik-Farmers Association
March 1996 Akmola	ICMA John Stern	150 participants from city and oblast administrations and housing cooperatives in Akmola	Two-day workshop on formation of homeowners associations
April 1996 Uralsk	ICMA John Stern	65 participants from city administration and housing cooperatives in Uralsk: City Akim, Deputy Akim, representatives from Justice Department, BTI, Tax Collector, Maintenance Department, Home Owner Associations Chairs and accountants.	Two-day workshop on formation of homeowners associations
May 1996	ICMA Jon Wegge KIMEPP	50 seniors administrators from cities throughout Kazakstan	Three day symposium on municipal issues, "Confronting New Realities: Beyond the Soviet Model in Kazakstan Local Government", to be selected by public administration students at KIMEPP. Symposium was attempt to initiate discussion among municipal officials of issues and solutions to problems common to Kazakstan cities.

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April 1996 Almaty	ICMA Jacob Terk	26 deputy akims and department heads from Aktubinsk, Almaty, Semipalatinsk, Taldy-Korgan and Petropavlovsk, staff from Ministry of Construction , Housing and Territorial Development.	Two day workshop on service contracting techniques.
April 1996 Almaty	ICMA John Stern	City of Almaty staff	One day workshop on development of homeowner associations,
May, 1996 Almaty	ICMA John Stern	120 administrative, housing maintenance, and other administrative staff from each of eight Rayons in Almaty	One day Fundamentals of Homeowners Association course, including flow chart of steps involved in registering a Homeowners Association, addresses of all offices involved, legal extracts of all Kazakstani laws affecting housing, and sample documents.
May, 1996 Dzhezkaghan	ICMA John Stern	70 participants from City of Dzhezkaghan, including akim, deputy akim, oblast deputy akim, representatives of the State Property Committee, Justice department, BTI, tax collector, city and oblast administrative and maintenance departments, and homeowner association chairs and accountants.	Two day Fundamentals of Homeowners Association course.
June 1996 Almaty	ICMA/Almaty	120 participants, including 80 representative from all 19 oblast administrations, and the rest from Almaty city administration and national participating Ministries (Economy, Finance, Labor, Construction and Anti-Monopoly) in Almaty . Also eight participants from Kyrgyzstan.	Two day national Housing Allowance Conference for leading administrative officials from every oblast to provide venue for senior GOK officials to provide clear policy guidance on housing allowances to local officials and to provide the local officials with the tools to create housing allowance programs in their jurisdictions.
May, 1996		Taldy-Korgan - two representatives from each of 13 rayons in oblast - confirm held	Housing Allowance seminar

June, 1996 Aktubinsk	John Stern Adilova RC Kuzhahmetova	120 participants from village, city and oblast administrations, including housing and maintenance staff, and homeowner association chairs and accountants in Aktubinsk.	One day seminar on formation of homeowner associations, including visit to three HOAs and the city's new Housing Allowance Center.
June, 1996 Semipalatinsk	ICMA Regional Coordinators/ Semipalatinsk Petropavlovsk Taldy-Korgan	Semipalatinsk Oblast	Workshop on utility delivery, home owners association formation, inspection and licensing
June 1996 Almaty	John Stern Paul Mengert	23 participants, including five Regional Coordinators, 12 home owner association chairs and accountants and four representatives from Kyrgyzstan	Test run in Almaty of Budgeting and Accounting and Problem Solving and Rules courses of Home Owners Association course
June 1996 Almaty	Adilova	80 and 60 attendees respectively. Residents of cooperatives in two rayons of Almaty.	Two rayon-sponsored seminars on housing association formation, using ICMA materials and training format.
July, 1996 Taldy-Korgan	RC/Abubakirov	128 attendees from throughout the oblast	Homeowners Association Overview and Formation seminar
July, 1996 Uralsk	ICMA Jon Wegge VK Zhurin	58 participants from Uralsk city and all oblast rayons, Aktau and Novy Uzen cities, Aktubinsk city and oblast, Aytrau city and oblast and Kyzyl-Ordu city and oblast. Participants included heads of housing allowance centers in each oblast.	Two-day Regional Workshop on housing allowance administration for five oblasts. Covered de-subsidization, featured extensive training in use of allowance software developed by ICMA. and provided hands-on assistance with allowance modeling and development of administrative systems.

July, 1996 Petropavlovsk	ICMA RC/Hudyakov	176 participants from all rayons of oblast, of whom 104 were HOA chairs. Also included two deputy akims from neighboring Kokshetau Oblast.	Homeowner Association formation course. Included display of utility meters and individual apartment heaters being sold by two private companies.
July 1996 Taldy-Korgan	ICMA RC/Abubakirov	128 participants from throughout the oblast.	Home Owner Association formation course. Included display of utility meters and individual apartment heaters being sold by two private companies.
July, 1996 Semipalatinsk	ICMA John Stern Paul Mengert	20 HOA chairs and accountants specially invited to provide feedback of the course in terms of content, comprehension and usefulness.	Budgeting and Accounting for Home Owner Associations.
July 1996 Taldy-Korgan	ICMA John Stern Paul Mengert	21 local government officials, HOA chairs and accountants from smaller towns and villages throughout the oblast specially invited to provide feedback of the course in terms of content, comprehension and usefulness.	Problem solving and Rules for Home Owner Associations. Included variety of exercises and a mock board meeting.
July, 1996 Almaty	ICMA John Stern	23 participants, including eight HOA chairs, eight city employees five of whom are HOA coordinators, and chair of city's Maslikhat Social Protection Committee specially invited to provide feedback of the courses in terms of content, comprehension and usefulness.	Organization and Operations, and Maintenance and Contracting
August 1996 Ust-Kamenogorsk	ICMA	55 participants including deputy akims and heads and staff of housing allowance centers in north and east Kazakstan, with participants from cities and oblasts of Akmola, Kekshetau, Pavlodar, Petropavlovsk, Taldy-korgan, and Ust-Kamenogorsk.	Two-day regional workshop on housing allowance administration for five oblasts. Focused on program policy and ICMA housing allowance administration and modeling software.

<p>August 1996 Petropavlovsk</p>	<p>ICMA Jacob Terk Maria Poulman</p>	<p>Oblast procurement officials, city deputy akim, heads of housing and communal organizations, road maintenance organizations and city's economy and marketing department.</p>	<p>Workshop on development of tenders for competitive sealed bid contracts for maintenance of municipal infrastructure, using examples from Taldy-Korgan and Semipalatinsk to illustrate the merits of the competitive process, and including demonstration of tender preparation.</p>
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## KYRGYZSTAN TRAINING ACTIVITIES

September, 1995-August 1996

Date/Location	Organizer/Presenter	Participants	Description
September 1995 Bishkek, Kyrgyzstan	Duane Beard	100 participants from Kyrgyzstan	Five day national conference on national housing policy. Agenda included documentation of housing problems and conditions, housing reform initiatives elsewhere in the NIS, and discussion to solicit input from local officials into the work of the national housing policy task force.
October 1995 Bishkek, Kyrgyzstan	ICMA World Bank	24 participants from the Interministerial Registration working Group	One day seminar on property registration.
November 1995 Osh and Djalalabad, Kyrgyzstan	Ron MacLachlan	181 participants in Osh and 92 participants in Djalalabad	Two day seminar on formation of condominiums, cooperatives and resident associations for local government officials. Agenda focused on official support required to start and implement municipal program of coop formation .
December 1995 Bishkek, Kyrgyzstan	Ron MacLachlan KIIM Students	Construction company owners	Five day seminar on business planning for the construction business.
December 1995 Bishkek, Kyrgyzstan	Richard Gaynor	25 lawyers	Two hour workshop on housing law sponsored by American Bar Association and Kyrgyzstani Association of Lawyers.

January-February, 1996 Hungary and the Netherlands	Rick Gaynor Duane Beard	Jekshenbek Urmanbetov, <i>Deputy Minister of Economics</i> ; Adybek Kasmaliev, <i>Presidential Apparat</i> ; Arstanbek Sydykov, <i>Chief Engineer, Deputy Director Kyrghyziprozem</i> ; Leonid Hodyzchih, <i>Deputy Minister of Agriculture</i> ; Ms Mergul Bobukeyeva, <i>Leading Specialist, Legal Drafting, Ministry of Justice</i> ; Ms Ludmila Popova, <i>Deputy Director, Bureau of Technical Inventory</i> ; Ms Klara Ismailove, <i>Land Tenure Department, Agricultural University</i> ; Isatoulo Kalanov, <i>Reform Committee, Head of the Leninabad Executive Committee, Tajikistan</i> ; Mousso Baratov, <i>Deputy Minister of Agriculture, Tajikistan</i> ; Saiad Tagaev, <i>Chairman of the Executive Committee of Faisabad Region, Tajikistan</i> ; Svetlana Podkuiko, <i>Facilitator</i> .	Observational study tour on land and property registration systems in Hungary and Amsterdam.
February 1996	ICMA Paul Mengert John Stern	ICMA Cooperative Formation Team: Svetlana Podkiuko, John Meehan and Duane Beard, G. Bocharova, <i>Institute of Architecture and Construction</i> and U. Kozhaliev, <i>City of Bishek</i> .	Three day training of trainers using Mengert -developed curriculum on cooperative formation and management to prepare staff to carry-out training activities, to develop staff capacity to meet 1996 work plan targets and to "roll-out" cooperative formation program to additional cities. Held in Almaty.
February - March 1996	AED/CHF	Three elected condominium managers and six government officials referred by ICMA	Three week study tour to the US (Washington, DC and Georgia) on formation of condominiums, management of housing associations, and maintenance.
April 1996	Duane Beard Ron MacLachlan	National meeting of Architects' Association	Workshop presentation on Land Use Rights Auction, Construction Financing and Property Registration.

April 1996	Duane Beard Svetlana Podkiuko	35 members of newly organized condominium associations, most of whom had participated in the two USAID/AED/NET sponsored Resident Association Study Tours.	Workshop on issues, problems and successes of condominium associations in Kyrgyzstan.
May 1996	ICMA/Bishkek	National Congress of Housing Organizations. Vice Akims of oblasts and cities, heads of housing departments, and specialists from Zhilcommunsoyuz	ICMA provided technical information and materials to two day Congress
June 1996	ICMA/Almaty	Bolut Asanakunov, <i>Director of Municipal Housing, Bishkek Municipal Housing Department</i> , Raisa Agarina, <i>Head of Department of Communal Services, Government Apparatus, White House</i> ; Ludmila Ruchkina, <i>Director of the Center for Housing Allowances, Bishkek City Administration</i> , Elza Salahydimova, <i>Head of Department on Capital Construction, National Statistics Committee</i> , Aigul Ruskulova, <i>Head of Economics Department, Ministry of Social Protection</i> , Tatiana Rudenko, <i>Urban Economist, Ministry of Economics</i> , Galina Li, <i>Ministry of Finance</i> , Janybek Omorov, <i>ICMA/Kyrgyzstan</i> .	National Conference on Housing Allowances
June 1996	ICMA/Almaty	Svetlana Podkiuko, Vladimir Malashev, <i>Deputy of Municipal Property Department</i> , Anna Sultanova, <i>Head of the Financial Department of Zhilcommunsoyuz</i> .	Two two-day workshops: Issues and Problem Solving and Budgeting and Accounting for members of housing cooperatives
July 1996 Balykchy, Kyrgyzstan	ICMA Duane Beard	180 housing officials and senior city and oblast officials from throughout Issy Kul Oblast	Regional workshop on condominium formation.

August, 1996 Bishkek	ICMA	17 participants on two AED/NET Resident Association Study Tour	One and a half day follow-on session for the AED/NET Resident Association Study Tour to re-energize the group and to form an advisory group for the condominium formation project
September, 1996 Issy-Kul	ICMA	29 invitees from the municipal, raion and oblast architect offices.	National "Roll-out" Workshop on Land Auctions.
September, 1996 Bishkek	ICMA Ron MacLachlen	Contractors and developers	One day workshop on "How to Set-up Financial Controls" and "Financial Statements".

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Newly Independent States

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<i>Abeles, Peter</i>	<i>Materials for Commercial Developers</i>	TO# 42
<i>Abeles, Peter</i>	<i>Initial Training Course for the Developers in the Republic of Kazakhstan, July 1994</i>	TO# 49
<i>Akkerman, Milana</i>	<i>On the Second International Conference of Real Estate Associations of Countries of Eastern Europe and Western Europe, August 1995</i>	TO# 91
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<i>Almy, Richard</i>	<i>Implementing Land and Property Taxes and Creating a Fiscal Cadastre in the Republic of Armenia, February 1994</i>	TO# 30
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<i>Brody, Marylin</i>	<i>Construction Lending (advanced training materials)</i>	TO# 60
<i>Christian, James</i>	<i>Development of an Action Plan on Policy Reform in the Republic of Armenia, March 1995</i>	TO# 72
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<i>Cooperative Housing Foundation</i>	<i>Training Materials on Mortgages</i>	TO# 103
<i>Dick Kobayashi</i>	<i>Trip Report: Decentralization in Armenia - The National Forum on Local Self-Government: Fiscal Relations Between Central and Local Governments</i>	TO# 117
<i>Dinaburg, Mark</i>	<i>Market-Based Disposition of Urban Land Rights in Kazakstan and Kyrgyzstan, March 1995</i>	TO# 75
<i>Dinaburg, Mark</i>	<i>Competitive Land Dispositions and Urban Land Reform in Kyrgyzstan, July, 1995</i>	TO# 75
<i>Dubinsky, Robert and Lipman, Barbara</i>	<i>Report to the Ministry on the Feasibility of a Program of Housing Allowances in the Republic of Kazakhstan, October 1995</i>	TO# 104
<i>Eckert, Joseph</i>	<i>Thoughts on the Next Stage of Work in Kazakhstan, May 1994</i>	TO# 48
<i>Eckert, Joseph K. &amp; Natasha Kalinina</i>	<i>Recommendations for Creating Property Titling and Real Estate Information Systems to Support Property Tax Systems and the Privatization Process, May 1993</i>	TO# 10
<i>Edie Shanon</i>	<i>Development of a Real Estate Brokerage Training Course, Yerevan, Armenia, April - May 1996</i>	TO# 86

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