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VILNIUS, LITHUANIA

RESULTS REVIEW

AND

RESOURCE REQUEST

FY 1996

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S.O. 1.3, Improved Enabling Policy Environment Conducive To Sustained Private Sector Growth

1. Describe Overall Progress

Reform of Lithuania's economic system began with the reestablishment of independence in 1991. The process of introducing market forces was painful and was accompanied by a severe fall in output and living standards. In 1995, the economy started to grow, inflation fell to 36%, the budget deficit has been kept within manageable bounds and the private sector has continued to expand. Progress towards the development of a legal framework conducive to commercial activity has continued, albeit often in an unsystematic manner. A number of important laws which will impact private sector growth were passed or amended. Key legislation has been promulgated in a number of substantive areas including corporate governance, non-profit organizations, bankruptcy, and others. Moreover, Lithuanian authorities are at advanced stage of developing legislation for a moveable collateral law, an advertising law, amendments to the mortgage law and the organization of a collateral registry. Despite the progress made, the legal system still suffers from a lack of respect for the law, corruption in enforcement, and conflicts between different laws. Enforcement of the laws remains weak and inconsistent. Also, though considerable progress has been made in judicial and bar reform, the judiciary still suffers from skill shortages and weaknesses in the way legal services are delivered.

During the past year, economic imbalances continued and very little progress was made on elimination of major price and trade distortions. The primary distortions remain the same, particularly, high rates of non-tariff barrier coverage for agricultural imports, multiple tariff rates, high protection for agricultural products, inconsistent treatment of intellectual property rights, weaknesses in customs administration, underpricing of environmentally harmful products and practices of under-pricing publicly provided energy products. Efforts to rationalize energy prices are underway. In July of 1995, a new energy regulatory body, the State Energy Control Committee (SCC), was established to set up principles of energy price fixing and rules for calculating prices and tariffs.

In the area of international trade, Lithuania has made efforts to join GATT and EU and to establish free trade agreements with neighboring Baltic States and the countries of Central Europe. Bilateral trade accords have also been reached with close to 20 nations.

2. Summarize ENI's Significant Contributions

This S.O 1.3, defined by the OAR as "Improved Enabling Environment Conducive to Sustained Private Sector Growth" works to assist the over 150,000 companies in Lithuania. Efforts directed towards achievements of the strategic objective have focused on reform of the commercial legal system, GATT accession and institutional development of effective competition and consumer protection law. There are three key intermediate results which support (S.O 1.3) "Improved Enabling Environment Conducive to Sustained Private Sector Growth ": (IR 1.3.1) "Elimination of Major Price Distortions that Impede Efficient Private Investment and Resource Allocation", (IR 1.3.2) " Effective Trade Policy Developed Which Increases Market Access", and (IR 1.3.3) " Improved Legal Framework for Commercial Activity".

IR 1.3.1 Elimination of Major Price Distortions that Impede Efficient Private Investment and Resource Allocation

In the area of energy pricing, Bechtel International Consulting has recently started working with the State Energy Control Committee (SCC). Pricing methodologies for heat, electric, and gas are currently being completed. Additional support to develop guidelines for energy regulation will be provided in the upcoming months. Harvard Institute for International Development (HIID) has been active in virtually all aspects of the Ministry of Environment's work on environmental pricing. HIID is playing a major role in the revision of the system of pollution charges (e.g. the charges assessed on actual pollution emissions) and together with representatives of the GOL ministries developed a set of policy recommendations regarding the structure of a revised system. As a result, a draft law on pollution charges is near completion.

IR 1.3.2 Effective Trade Policy Developed Which Increases Market Access

The Commercial Law Development Program (CLDP) of the U.S. Department of Commerce provided assistance in trade, WTO accession and protection of intellectual property rights. Seminars on WTO accession, intellectual property rights and export control have been conducted under this program. A major effort has been made to collect the information needed to respond to WTO accession panel questions. The Department of Justice (DOJ) and the Federal Trade Commission (FTC) have sent experts to Lithuania to assist the government in devising and enforcing economic competition laws and consumer protection laws. As a result of USAID assistance, the Ministry of Foreign Affairs is better equipped for the extensive negotiations for joining the WTO.

IR 1.3.3 Improved Legal Framework for Commercial Activity

In the area of commercial law reform, USAID contractors have provided commentary on draft laws and in several cases have provided long term advisors who have assisted the various ministries and associated drafting committees with the creation of legislative and regulatory drafts. Additional, the advisors have assisted the government in identifying substantive areas of currently effective laws and provisions which impede private sector growth. For example, CEELI provided the Ministry of Economy and the Parliament Legal Department advice on preventing disguised foreign investment which resulted in

substantial revisions to the foreign investment law. In the legal training area, CEELI, IDLI, IRIS and Deloitte & Touche have conducted seminars in several commercial areas including franchising, contracts for the sale of goods, joint ventures, bankruptcy and others. CEELI also provided a highly successful training programs for judges in which 125 new or relatively inexperienced judges received five days of training each of civil and criminal procedure.

3. What Should be Done?

Much of the foundation has been prepared for reducing major price and trade distortions and improving the legal framework. Future efforts will concentrate on elimination of major price distortions, particularly, setting up energy prices to reflect actual economic costs and setting up environmental charges to internalize cost to pollution. Together with the assistance provided by other donors in reducing inter-sectoral price distortions, this will lead to improved enabling policy environment for private sector.

The other important area for private sector growth will be effective trade policy development which will increase market access. Assistance in this area will concentrate on enhancing trade policy development skills within the Government. Together with the EU assistance on preparation work for EU membership as well as the work on entry into regional trade accords, this will lead to improved market access for private business and therefore will stimulate the business to grow.

The third area of assistance concentration will be on improvement of the legal framework, with focus on the development and implementation of key laws necessary for further business growth, strengthening professional skills of judiciary and bar, and the development and implementing of low-cost alternative resolution services.

4. Expected Progress, FYs '96, '97 & '98

IR 1.3.1 Elimination of Major Price Distortions that Impede Efficient Private Investment and Resource Allocation

In the area of eliminating major price distortions, USAID activities will concentrate on setting up a system so that energy prices reflect actual economic costs as well as setting up environmental charges which internalize the cost of pollution. As the SCC will play a major role in setting up energy prices, it needs to be strengthened and become capable to function independently. To put improved environmental pricing in place, the first step is completion of the regulations and laws necessary to implement the revised system of pollution charges.

IR 1.3.2 Effective Trade Policy Developed Which Increases Market Access

In the trade area, USAID assistance will continue to focus mostly on assisting Lithuania to accede to GATT and to implement their obligations to it, as well as on strengthening the Government's capacity in trade policy analysis. The CLDP will assist in the

development of the following regimes in line with WTO legal requirements: customs, intellectual property rights, services and investment, and agricultural trade. Efforts to strengthen the Government's capacity in trade policy analysis will concentrate on assistance to a newly-established inter-ministerial tariff commission. Although the commission has officials of appropriate stature, they lacks sufficient analytical capacity upon which to base trade policy decisions. Therefore, the assistance will concentrate on increasing the commission's analytical capacity to ensure that decisions are made based on solid analysis of economic options rather than on the basis of domestic or international politics.

IR 1.3.3 Improved Legal Framework for Commercial Activity

Effectiveness in the legislative area will be enhanced by improving current relations with the Parliament and by targeting specific commercial areas for assistance. ABA/CEELI will increase its level of technical assistance through the placement of legislative specialists at the Parliament who will work with relevant government personnel to draft new legislation and/or improve existing legislation. Target areas will include drafting a leasing law, passing (in conjunction with collateral registry) a moveable collateral law, passing a competition law and amending the existing bankruptcy law. Judicial training will be targeted through the development and implementation of an ongoing judicial training program. In order to reduce judicial backlogs and to increase pace of resolution of commercial disputes, development of low-cost, alternative dispute resolution is necessary. To facilitate this, a drafting committee will be established to promulgate rules consistent with international standards. Potential indigenous mediators will be identified, trained and certified to ABA standards.

PART II: RESULTS REVIEW
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S.O. 1.4: More Stable Financial Environment

1. Describe Overall Progress

The banking sector existed in Lithuania during the Soviet occupation, but only as a conduit for channeling funds based on decisions made in Moscow. No capital markets existed during this time and budgetary decisions were made based on a central plan that had as much to do with insider connections as it did with financial planning. The situation has changed and has improved dramatically over the past several years.

Private banking started in Lithuania in 1988 and by 1994, 28 banks were in operation. By the end of November 1995, two banks had merged and thirteen had been closed down. The banks which were closed comprised a relatively insignificant part of the market. Problems in the sector increased when two banks were placed under a moratorium in December 1995, effectively shutting them down. The moratorium and ensuing reaction resulted in a drop in deposit levels for the banking system and a 20% decrease in foreign reserves at the Central Bank. Although the downward trend has reversed, the situation remains fragile.

Until the reestablishment of independence in 1990, Lithuania did not have to follow a strict budget, as its finances were dictated by central government authorities in Moscow. Over the past six years, Lithuania has done a good job in controlling government spending and in keeping its budget deficit to a minimum. However, this has been accomplished by reducing capital expenditures, increasing arrears on payments (including social programs) and increasing borrowing. In the second and third quarters of 1995, government tax collections had improved dramatically compared to the first quarter. The banking crisis and continued tax avoidance by enterprises has left the budget at a 10% shortfall for early 1996. Government spending and borrowing needs are increasing, which is crowding the private sector out of the credit market.

Lithuania's capital markets are the one bright spot in Lithuania's financial sector. The stock exchange finished its second full year of operation in 1995, with turnover increasing by 126% and trading increasing from one to two days per week. Unlike other parts of the financial sector, this area has remained relatively untouched by problems, including fraud. Activity has also been increased with the active T-bills market, however, the types of investment options remains limited to T-bills and equity. Liquidity is low and corporate disclosure is hindered by an overburdening tax collection system. All parts of the stock market (Exchange, Central Depository, Securities Commission) continue to cooperate to achieve the best market structure possible.

2. Summarize ENI's Significant Contributions

This S.O 1.4, defined by the OAR as "A More Stable Financial Environment", is the means of introducing depth, confidence and stability into a shallow and unstable financial sector. Without a strong financial sector, growth in the private sector and improved capital investments by the GOL will be limited. In measuring progress on this SO, three indicators have been selected: depth of the market (M2/GDP), real interest rates, and long-term loans as a percent of overall loans given. Since the end of 1993, market depth has decreased from 22% to 18%, real interest rates have increased from -90% to -16%, and long-term loans have increased from 1.8% to 8.9%. In 1995, USAID had approximately ten activities working to improve the financial environment in Lithuania. Implementors and customers from these activities worked together to develop the Results Framework as presented. There are three key intermediate results which support (S.O 1.4) "A more stable financial environment": (IR 1.4.1) "Increased confidence in the banking system, (IR 1.4.2) Strengthened Fiscal Management", and (IR 1.4.3) "Capital markets established as a viable alternative to the banking sector".

IR 1.4.1 Increased confidence in the banking system

USAID has been active in the banking sector since mid-1994, when it started its bank supervision program through Barents Group (KPMG). This program included an advisor for on-site examinations and an advisor for problem bank resolution. After a year of training and daily guidance, the Central Bank was able to examine commercial banks, identify major problems in ten banks and close them down, thereby preventing further losses to depositors. An inspection manual, which will institutionalize the lessons learned, is over two-thirds completed. In December 1995, two of the largest private banks, which had just been examined by USAID-trained Central Bank staff, were placed under a moratorium, provoking a significant bank crisis. Because of questionable practices and pressure from the public, the Prime Minister and the Minister of Interior were removed from office and the Central Bank governor resigned.

The World Bank, IMF, donors and the GOL sought to address the December crisis and restore confidence in the banks. USAID has been a major player in developing sound solutions to the crisis. During this time, the advisors assisted in:

* Persuading the Prime Minister and the Minister of Finance to halt the development of politically-motivated *ad hoc* legislation which would have cost the government millions of dollars and benefitted the managers and shareholders of the insolvent banks

* Convincing the Prime Minister to not renew limited operations at the two banks under moratorium, as their reopenings would only complicate the resolution of the problems and ultimately serve to confuse the public.

* Providing both policy and anecdotal input on many areas regarding the banking crisis. One example was providing excerpts from US banking laws to the Minister of Finance and Central Bank officials on organization of a bad bank. This paved the way for acceptance of the concept.

* Critiquing two separate by-law drafts for creation of the bad loan enterprise. Both the drafts were substandard and could have caused the problems to get worse had they been accepted in their original form.

* Reviewing the World Bank plan to restructure the banking sector and providing detailed comments on what parts are feasible and which would not likely work well in Lithuania.

* Working one-on-one with the administrators of three of the four failed banks to prepare the first presentations to the Cabinet. This achieved some consistency in the type of information presented and allowed for some objective comparisons between the banks.

* Developing criteria for the transfer of non-performing loans from the insolvent banks to the bad loan enterprises.

* Working closely with the audit firm of Ernst and Young, who were contracted to perform independent reviews of two trouble banks. Assistance by the advisor and the team of inspectors reduced the time in-country from 30 days to 20 days and saved the Bank of Lithuania over $200,000.

In addition to Central Bank assistance, USAID has worked to make the commercial banking sector more viable. This has been done in various ways, including increasing the skills of bankers through 23 one-week courses in major banking centers of Lithuania. Over 250 bankers improved their skills in credit management, asset-liability management, internal audit and other areas. Another area of effort has been to develop alternative financial institutions. The WOCCU program has helped put in place legislation allowing for the establishment of credit unions and assisted two credit unions in starting operations. An Environmental Investment Fund is under development. In response to the needs of the Ministry of Finance, an advisor is assisting on corporate governance issues at the three large state-owned banks. These banks make up half the banking sector and need help not only in bank operations, but also in developing the appropriate role of share holders. USAID advisors are also working on improving banking legislation in coordination with EU colleagues in the areas of deposit insurance, the commercial banking law and the Central Bank law.

IR 1.4.2 Strengthened Fiscal Management

USAID's work on fiscal management has been achieved through the efforts of the U.S. Treasury program. Since 1992, the Office of the Fiscal Assistant Secretary has worked to implement a modern, well-functioning treasury system. Such a system is needed to ensure quick collection of government funds into a central account along with a payment-as-needed system for disbursements. This system already has three ministries linked to it. Other Treasury advisors have focussed primarily on tax administration. Through their efforts, the Tax Administration law was passed on 6/95, which clearly defined the rights and responsibilities of the tax payer and tax collector. Together with the reorganization of the State Tax Inspectorate along functional lines, this law, to be implemented on July 1, 1996, will provide the necessary framework for Lithuania to implement a modern tax administration system. The first steps were taken on combining collection of the social security tax (which is collected by the Social Affairs Ministry) with the collection of other

taxes. Implementation of such a combined tax collection system will increase the efficiency of the tax administration system. Additional work has been done on developing implementation regulations, training tax inspectors and developing a public information service about the tax system.

IR 1.4.3 Capital markets established as a viable alternative to the banking sector

The French government helped establish the Lithuanian Stock Exchange in 1993 and provided assistance through 1994. Even with this initial assistance, much remained to be done. USAID assistance began in late 1995 through the efforts of Price Waterhouse and the Financial Service Volunteer Corps (FSVC), who worked with the four main bodies of the stock market: stock exchange, central depository, securities commission and brokers' association. Some changes have already resulted from initial efforts, though most of the necessary changes will only be implemented in the future. The Central Depository has started to implement changes necessary for the development of repurchasing agreements, which allow for the use of securities as short-term collateral and improves liquidity in the market. Key provisions were included in the Securities Law at the suggestion of USAID advisors. Other advisors are continuing this process by assisting in regulation development. The most significant change to date involved introducing transparency into the pricing mechanism at the Stock Exchange. Upon the advice of a USAID advisor, the Exchange established a system to allow for prices in the central market to be made available to all buyers and sellers, allowing them to adjust their bids accordingly and increasing the likelihood that traders can come to agreement. This additional market information led to increased turnover on the first day it was used and is expected to lead to further improvements.

3. What Should Be Done?

Much of the foundation has been prepared for further efforts to improve the stability of the financial environment. Future efforts will concentrate on policy issues and on improving the capacity of decision-makers to weigh alternatives and develop the best option for Lithuania.

4. Expected Progress, FYs '96, '97 & '98

This S.O will continue to receive funding through FY '98. It is expected that much progress will be made on all three Intermediate Result areas.

IR 1.4.1 Increased confidence in the banking system

Although some USAID efforts will continue on improving commercial banking, much of this work will be covered by EU-PHARE. The focus of USAID assistance will be on improving the framework within which banks operate; i.e., an intense effort with the Central Bank. Bank supervision assistance will continue with on-site supervision assistance and completion of an inspector's manual. Assistance will also be provided at the Governor's level on macroeconomic policy and related fields. This will strengthen

the Central Bank's ability to perform all the functions under its responsibility and also to improve its capacity to perform other traditional Central Bank functions which are expected to be under its jurisdiction in the future.

USAID's work with the Central Bank, coupled with other donor work in the commercial banking sector, is expected to improve the skills of bankers, strengthen the regulatory framework of the banking sector, and encourage a more transparent decision-making process. Along with this improved technical capacity, efforts will be targeted towards implementation of a deposit insurance system for private banks. Currently, only state banks have any deposit insurance, which gives a state banks a competitive edge. The combination of efforts in the Central Bank, commercial banks and supporting banking legislation should increase the confidence in the banking sector to the levels needed for further growth.

IR 1.4.2 Strengthened Fiscal Management

Poor tax policy is leading to insufficient tax revenues and extensive government borrowing and is the greatest barrier to economic expansion. The tax policy is inappropriate for Lithuania's level of development, is unequally enforced and results in a high frequency of tax evasion. Unless this issue is dealt with, economic development will be minimized or delayed. Whereas USAID's past focus has been on tax administration and tax enforcement, future activities will focus on tax policy and tax compliance. This will involve working with the newly created budget and tax policy division at the Ministry of Finance on their priority issues. This work will include reviewing draft tax laws, developing a tax code, and developing the capacity to determine the economic impact of alternative tax policies.

IR 1.4.3 Capital markets established as a viable alternative to the banking sector

In developed economies, capital markets acts as an alternative to the banking sector by providing capital to enterprises and accepting investments. In Lithuania, the role of the capital markets remains underdeveloped. Future USAID work will target the regulatory body, the stock exchange and market intermediaries to improve their types and quality of activity. This will include developing laws and regulations governing the capital markets, improving corporate disclosure and increasing transparency and investment options. As main capital markets participants work well together and are interested in following a U.S. model for their system, this multiple-segment approach will allow for balanced and effective development of the capital markets.

PART II: RESULTS REVIEW
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S.O. 2.1: Increased, Sustained Collaboration of NGOs and Local Government to Develop Policies and Services which Reflect Community Interests

1. Describe Overall Progress

Following USAID/Lithuania's recent review of the strategy, USAID has redefined its S.O. and is in the process of tailoring its activities accordingly. Some activities currently being implemented support the new S.O., "Increased, sustained collaboration of NGOs and local governments to develop policies and services which reflect community interests." These activities include the Democracy Network program, the Democracy Commission, NDI's citizen participation/local government program, and a new media initiative.

To date, two of the four activities (DemNet and NDI) have only been implemented in the past six months and do not have any impacts yet to report. The Democracy Commission is in its third year of awarding grants ($100,000/year) to NGOs, institutions and individuals for one-time activities which support democratic activities. The Democracy Commission is an interagency commission headed by the Ambassador, and views the awarding of grants to be the purpose and impact of the program. Another joint initiative, a new media program, is currently being designed by USAID and USIS to support the new S.O.

Two current programs which have helped to promote democracy in Lithuania but do not fit within the newly defined structure will end when current funds run out. The Public Administration Program, which began in September, 1995, has provided two long-term, resident advisors to two of the larger cities in Lithuania to improve local government management and administrative responsiveness. The impacts of this program will largely be localized within the municipalities. Over the past two years, the International Republican Institute (IRI) has contributed significantly to the development of political parties in Lithuania through an extensive hands-on training program in political party development.

In general, USAID/Lithuania is currently in a strong position to shape ongoing activities to support the newly defined S.O. We are in the process of working with current implementors to redirect their activities towards the S.O., where possible, and intend to undertake design of a new S.O.W this summer which circumscribes this S.O.

2. Summarize ENI's Significant Contributions

The International Center for Not-for-Profit Law (ICNL), a grantee under the Democracy Network program, has been working with the Ministry of Economics and the Parliament to draft and approve three of the four laws necessary to effectively create NGOs in Lithuania. This legislation introduces, regulates and integrates the legal existence of a non-profit NGO sector (community organizations, foundations and associations) in Lithuania. The existence of a legal framework conducive to NGO development is critical to the success of the S.O., and the accomplishments to date in passing 75 percent of the required laws launches the new strategy along a path towards success.

The International Republican Institute (IRI) has been the only foreign assistance organization working to promote the development of political parties. Since 1994, IRI has trained representatives of all democratically-based political parties in Lithuania, and has had a significant impact on the nature of party identity and operations, as was evidenced during the March 1995 municipal elections, when political parties promoted issue-based campaigns rather than individual personalities. New campaign tactics have also been incorporated into the activities of political parties; during last year's municipal elections, parties engaged in door-to-door campaigning and drop distribution of handouts, practices which had not been used before IRI's assistance was provided.

The interagency Democracy Commission has given out 31 grants totalling $176,000 (FY '94 and '95) over the past two years for one-time activities by NGOs, institutions and individuals promoting democracy in Lithuania. While these grants are approved by consensus of the Democracy Commission, many projects which have been approved also support USAID's objectives. Among these are three ($22,000, or 13%) in support of municipal training, two ($9,450, or 5%) in support of legal reform and ethics, and one ($6,650, or 4%) in support of independent media.

USAID's Public Administration Program has made progress in implementing programs to improve local government management and administrative responsiveness. To date, one advisor has created a new organizational model for the city to improve management, internal communication and decision-making, complete with descriptions for departments, offices and department heads within that municipality. This advisor has also helped the city to develop a program of citizen participation and public outreach, through creation of a public education committee working in conjunction with the environmental department. The second advisor has helped his city to improve its business climate and facilitate the creation of a viable and enduring public/private partnership in support of economic development through the creation of an economic development unit within the local government.

3. What Should be Done?

As the S.O. has only recently been defined, it takes into consideration the environment in which the programming is proposed. For this reason, there are no inconsistencies between the strategy and its environment. The S.O., as written, currently has excellent possibilities for success over the next few years, and few impediments are expected.

4. Expected Progress, FYs '96, '97 & '98

To achieve results under this strategic objective, progress is expected in intermediate results over the next three years:

IR 2.1.1 Strengthened NGO advocacy, service delivery, and financial sustainability

NGO advocacy activities supported by the public are fundamental in demonstrating that individuals can make a difference in their community. The task of identifying NGO candidates for the Civic Participation Foundation will be begun by USAID in late 1996 and will build on efforts underway to strengthen NGOs. Prior to this, USAID will work with both USBF and the NGO Support Center during mid-1996 to establish appropriate baseline data for the new program. For NGO advocacy, we will be monitoring the percentage of NGOs (among the USAID-supported group) that develop public outreach programs such as press conferences, informational fliers and public fora. By 1997, we expect to see a 10 percent increase (over the 1996 baseline data) in such NGO advocacy programs, and another 20 percent increase in 1998.

Consistent revenues generated by local services, membership and user fees, and donations by local private businesses (in cash and in kind) are a vital dimension in maintaining NGO financial self-reliance. To measure financial sustainability among the USAID-supported (or Foundation-supported) group, it is expected that the total amount of income per year from local Lithuanian sources (i.e. non-US, non-European) will increase by 10 percent in 1997 and by another 20 percent in 1998.

The demonstration by NGOs to municipal governments that they can serve as effective service organizations in the sectors of social safety net and environmental protection is also vital to NGO long-term sustainability. An indicator of progress in NGO service delivery among the USAID-supported group will be the number of NGO/Municipality partnership grants that involve the provision of services. Such partnership grants should increase by 20 percent in 1997 and an additional 40 percent in 1998.

IR 2.1.2 Increased responsiveness to public participation among municipal government officials

The success of local NGO initiatives requires linkages to and support from the municipal government. The government's relationship with the nonprofit sector is actually more collaborative than commonly believed and should be viewed in terms of a managed interdependence, combining the best of partnership and autonomy. By late 1996, USAID will have developed a baseline survey with the Municipal Training Center at Kaunas Technological University (KTU) and the Association of Municipalities. This survey will determines the percentage of local government officials in participating cities who indicate that they are more likely to incorporate citizens in their planning process, both as NGOs and as individuals. We expect that fully 50 percent of participating municipal officials in a follow-up survey in mid-1998 will indicate increased responsiveness to public participation.

NDI's program, which began in January, 1996, can be expected to result in improved

receptiveness of local government to public participation by January 1997, through building up the credibility of local governments, and reducing the physical, social and psychological barriers that citizens encounter when approaching the government. The resident advisor implementing the NDI program will work with at least three cities to bring about these changes and to introduce public fora to allow local governments and their citizens to interact, and is additionally working with a local training institution to institutionalize the program for further-reaching impacts beyond the life of the project.

IR 2.1.3 Best practices in civic involvement disseminated

The spread of civic education is crucial to citizen participation in political decision-making, as it allows citizens to become familiar with their rights and responsibilities in a democracy. USAID will require that all NGO/municipal partnership grants include a plan to disseminate relevant best practices in civic education. This will be monitored by keeping track of the number of requests that are received from other municipalities wanting to know more about the project. By 1998, we expect a minimum of five such requests per participating municipality.

A secondary goal of the program is to enhance the level of public relations occurring at the local level. As a result of assistance provided to the cities working with resident advisors, an increase in the type and frequency of self-promotion in which local municipalities engage is expected..

IR 2.1.4 NGOs form coalitions and engage in national level advocacy

The emphasis of the USAID/Lithuania Civic Participation program is aimed at local, rather than, national level reform. This is because most NGOs (72 percent) in Lithuania are working at the local level, and only about 10 percent of them attempt to influence the central government, according to a recent USBF survey. National level advocacy is included in the Civic Participation program, however, because a substantial portion of USAID's FY '96-'97 resources are dedicated to the Democracy Network program, whose primary charter is to impact high-level public policy.

Progress in coalition-building and national advocacy will be measured by an increase in the percentage of USAID-supported (i.e., Foundation-supported) projects that involve partnerships or coalitions. By 1998, we anticipate at least a 15 percent increase in such activities.

There are two ways in which the Democracy Commission could assist the program to achieve progress in coalition-forming and national level advocacy. First, the Commission has a membership base of highly specialized political, economic, and sociological experts, who are ideally equipped to assess Lithuanian NGO candidates (and issues) which have high potential to form successful coalitions and engage in effective national advocacy. Second, the flexibility of the Democracy Commission grant-making process will allow a quick turn-around from the time of NGO candidate identification to the awarding of the grant. Although their past charter has been to award one-time grants for projects with a general democracy orientation, the Embassy has agreed to consider reassessing this charter and to encourage proposals under the specific context of the Civic Participation

program.

By year-end 1996, the Democracy Network program will have achieved a solid beginning in providing NGO support, through small grants and advocacy training, for projects designed to have a national policy impact in the sectors of democracy, social safety net, and free market and environmental reform. At that time, it is expected that some 25-30 grants (about $150,000) will have been awarded throughout three competitive rounds. There will also be an ongoing NGO training program (conducted by NDI international trainers) that focuses on coalition-building, media relations, participation in local and national decision-making, and organizational sustainability. During 1997, a "train-the-trainers" effort will have produced a core of a half-dozen local trainers professionally qualified to participate in the Civic Participation program. At year-end, the cumulative number of grants awarded to NGOs will reach about 50 to 60 (about $350,000) with another 100 or so NGOs having received exposure to training. The grants and training will be diversified and balanced by region, urban/rural context, gender and ethnicity (to the extent possible). The Democracy Network program thus will have directly strengthened some 10 to 20 percent of all of the "active" NGOs in Lithuania. The expected outcome will be an infrastructure of NGOs professionally capable of advocating issues either at the local level or the national level. They will be empowered to represent coalitions by directly lobbying key political decision-makers, or will take their case to the public at large, through the mechanisms of conferences, demonstrations and other public fora.

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S.O. 4.1 Cross-cutting Programs and Special Initiatives

1. Describe overall progress

1. Nuclear Safety: Lithuania and the international donor community are working together to improve safety at the Ignalina Nuclear Power Plant (INPP) and to achieve internationally accepted nuclear safety standards. Although more work needs to be done in strengthening the operational and physical conditions of INPP, the plant is now significantly safer than at the onset of independence.

2. Baltic Regional Energy Planning Project (BREP): Baltic countries have recently started to coordinate the planning and operation of their power systems and to develop autonomous planning capabilities. In early 1995, all three utilities, Lithuanian Power System, Latvenergo and Eesti Energia, established strategic planning departments. These planning units are responsible for each utilities' participation in BREP.

3. Regional Environmental Monitoring: Baltic Environmental Ministries are working together to standardize their monitoring and laboratory analysis procedures for detecting air- and water-borne pollution. With assistance from the Environmental Protection Agency, the Ministries have started discussions with EU PHARE and other donors to obtain funding for the implementation of the standardized monitoring system.

4. Cross-cutting Participant Training Program for Europe (PTPE): PTPE has continued to move towards demand-driven objectives and a program of impact-based training. Individual programs have contributed towards Lithuania's economic development in the areas of Energy, Environment, Agribusiness, Legal Reform, Banking/Finance, and Democratic Institution Building.

2. Summarize ENI's Significant Contributions

1. Nuclear Safety: The DOE installed a RBMK reactor analyzer at the Lithuanian Energy Institute to serve as a training and analytic tool. A peer review was conducted by Pacific Northwest National Laboratory on the initial phase of the probabilistic risk assessment for the Ignalina plant. In addition, the DOE completed mapping the physical configuration of the plant, to provide reference material for safe plant modification.

2. Baltic Regional Energy Planning Project (BREP): USAID provided each of the power companies with load forecasting, integrated recourse planning, production costing, a transmission planning model, training, and limited technical support. The main

accomplishment of this project was that Baltic power companies started cooperating and demonstrated willingness to work together. This is a quantum leap forward from work practices prevalent in the three countries since they achieved independence.

3. Regional Environmental Monitoring: The EPA submitted guidance and recommendations on equipment and systems standardization to each Ministry of the Baltic countries. Design of the backbone local area network was prepared, and hardware/software were provided.

4. Cross-cutting Participant Training Program for Europe (PTPE): During FY 1992-95, 65 decision makers and senior specialists active in the areas of energy, environmental protection, privatization and business development, financial sector reform, building democratic institutions, agriculture and legal sector reform received hands-on training in the U.S.

3. What should be done?

1. Nuclear Safety: VATESI and the NRC should complete safety norms and standards as well as a self-evaluation program for INPP by June, 1996. The INPP-specific inspection guidance should be completed by October,1996. The DOE's physical protection program is expected to be completed by the end of 1996. The DOE's reactor safety activities should be completed over a period of two years. As reactor safety activities will be funded from two different accounts (USAID and direct appropriation from Congress) termination dates can not be precisely determined.

2. Baltic Regional Energy Planning Project (BREP): Activities for the future are as follows: (1) completion of electricity demand forecast for all three countries and for the whole region by December, 1996, (2) completion of least-cost generation and transmission plan for the region by March,1997, (3) creation of re-formulated power pooling arrangement by December,1997.

3. Regional Environmental Monitoring: In order to standardize environmental monitoring capabilities for all three Baltic countries, the EPA should focus its assistance in 1996-1997 on the following: (1) support Ministries in working with other donors to fund implementation of the monitoring system, (2) complete the monitoring site location data base, (3) encourage the Ministries and the Helcom data center to establish a data interconnection, (4) assist the Ministries to develop and implement laboratory standards and protocols.

4. Cross-cutting Participant Training Program for Europe (PTPE): Training specific objectives must be fully integrated into other programs and projects. Training programs must be planned, implemented and evaluated in the context of strategic objectives and specified results. Impact of training is necessarily defined in terms of results. Resources will be allocated according to the needs of the demand driven model.

PART III: RESULTS REVIEW
PERFORMANCE DATA TABLE
NARRATIVE ANALYSIS

Status of Management Control
A. Special Management Issues
B. Environmental Analysis Issues

A. Special Management Issues

Budget Control
To achieve the impacts we propose, we need to have the ability to have predictable budget allocations at acceptable levels that are not "earmarked" for special activities. This loss of control impedes our ability to achieve results.

Delegation of Authority
In order to more effectively implement the proposed strategic objective, it is felt that USAID/Lithuania is in the best position to direct activity mangement through delegation of authority combined with a strategic objective team to provide guidance. Further, the increase pressure on AID/Washington staff for involvement in the politically sensitive Bosnia and NIS programs, has resulted in a reduced level of available support for USAID/Lithuania activities. Finally, the likely decreased staffing in AID/Washington as a result of RIFs and other budgetary pressures, will reduce the degree of management oversight which can be provided by an AID/Washington based project officer. However, USAID/Lithuania does not have the capacity to take on the full range of management responsibilities for all projects and seeks to balance the concept of field management with the practical realities of staff depth. Further, staff resources exist in Warsaw for budget and contracting support, which can assist USAID/Lithuania in carrying out any requested delegation of authority. The requested delegations of authority take these factors into consideration.

Current Delegation of Authority: USAID/Lithuania has been delegated authority for the following activities:

-- Democracy Network cooperative agreement with the US Baltic Foundation

-- Cooperative agreement with the Lithuanian Free Market Institute

-- Activities funded under USAID/Lithuania allocation of AE & PS (0249)

Additional Delegation Requested:

-- Public Administration contract with Development Associates

-- New foundation for civic participation

Streamlining Systems
FY 1996 marks the transition to re-engineered systems in USAID. This has led to an increase in the workload on the field. The emphasis on causal linkages and objective monitoring is a significant improvement over past approaches and is fully endorsed by the staff and project implementors at USAID/Lithuania. In a small mission, however, getting to where we are in the strategy design and results monitoring process has nearly devastated staff energy, morale, and has significantly reduced implementation monitoring. The current level of activity to develop the documentation for this strategic document and R4 is not sustainable over the medium- to long-term and it will lead to significant problems. It is crucial to reduce replication from the simultaneous operation of old and new systems, and to assure that the timing for developing and submitting reports to Washington allows each report and document to reinforce and feed into the next one.

The process this year had both logic and management problems. The resources provided by AID/W reinforce the process side of the operation rather than substance, and they represented a burden on staff, rather than a help. Given the level of resources and the short time remaining for the Lithuania program, it is not clear that the R4 process is a cost effective tool.

The Cost vs. the Benefit of Reporting
The new systems for re-engineering have been developed at great cost in the expectation that they will increase Agency productivity. However, if the new systems are not vigorously implemented by top managers, and the benefits of reengineering are not realized and adopted by AID/W staff, then the perception and the reality that re-engineering has failed will quickly spread. Like other missions, we find that AID/W does not use the MRS data base nor can the field access information from overseas posts. Selected AID/W staff complain about the lack of reporting from the field, but do not use or have access to the MRS data base. Unless corrective systems actions and adequate soft and hardware are provided, the field is less likely to provide data for a system which is neither used or will be out of date shortly.

Staffing Requirements
Re-engineering is extremely demanding of staff time. Documenting program impact is very important but more resources must be devoted to data collection and management of real and virtual teams. The staffing and management requirements are clearly increasing and shifted to the field, without the concomitant shift in staffing. FSN staff can fill some of the needs in this regard, but increasing responsibility entails increased grade levels, something that is not always supported by internal AID management.

Procurement Flexibility
The single most ineffective part of re-engineering is the increased tendencies to procure through AID/W. There is a greater need to delegate to the region and find means to streamline contract procurement actions.

There is a compelling need to find rapid procurement systems to support field

implementation. In addition, more flexibility is needed in adding-on and extending successful contractors, grantees, and cooperative agreements.

B. 22 CFR 216 Environmental Analysis Issues

1. Integration of environmental issues into strategy: Environment and energy issues are an important cross cutting theme in the USAID strategy for Lithuania. The activities are integrated into the main strategic objectives. The estimated budget for these activities is $1,515,000 for 1996 and $650,000 for 1997.

SO 1.3: Energy pricing to make energy prices reflect costs of production, which will lead to energy conservation and energy sector restructuring; Environmental Policy and Legal Reform to improve environmental economics and policy; Waste Minimization to introduce private sector approaches, increase efficiency, achieve environmental benefits, and establish a Pollution Prevention Center.

S.O. 1.4: Environmental Action Program Support to develop Lithuanian Environmental Investment Fund, which will provide loans to enterprises for financially sound environmental projects.

S.O. 2.1: Democracy Network small grants and training for NGOs seeking to impact high-level environmental policy.

S.O. 4.1: Baltic Regional Energy Planning to introduce least cost planning and address environmental concerns; Regional Environmental Monitoring to increase capacity to monitor and manage data, and standardize data management in the Baltic countries.

2. Biological Diversity: Out of approximately 500 vertebrates, 25 000 invertebrates, and more than 1500 plant and fungi species known in Lithuania. The condition of only a small part of them has been investigated. Due to overall environmental contamination and changes in natural ecosystems, the situation for many plants and animals has become quite critical. About 500 species are threatened by extinction. To preserve biodiversity and to protect other components of landscape, a system of "protection areas" is being created. It will consist of four nature reserves, five national parks, 30 regional parks and 290 strict nature reserves covering over 10% of Lithuania's territory.

Environmental policy in Lithuania does not directly address the need to preserve biodiversity, and no donors are working to directly address the biodiversity problems in Lithuania. Flora, fauna and biodiversity are protected through concern of territorial diversity, by the establishment of protected territories and by limiting landscape alteration. Not enough attention is being paid to direct preservation of genetic resources of flora and fauna. There is no monitoring of the status of protected species (except within nature reserves), nor are there any programs to preserve selected biomes and species. The only program currently in progress is an inventory of the RED BOOK species and identification of locations that need protection. No inventories are being conducted in the territories outside of the preserved areas.

Lithuania signed the Biodiversity Convention in 1992, during the UN Conference on the Environment and Development. However, it has not been ratified yet. Although the country has a highly developed network of protected areas and some important laws on environment conservation have been passed or are being prepared, this is not enough. There are many problems hindering the implementation of provisions of the Convention: a biodiversity conservation strategy has not been prepared in Lithuania and conservation is based mainly on control and administration.

Lithuania signed the Ramsar Convention in 1993 and Bern Convention in 1994, which are also important to conserving biodiversity. These agreements must still be ratified by Parliament.

The World Bank is working on development of the Action Plan for the Protection of the Lithuanian Biological Diversity. The Bank is considering the possibilities of establishing a Fund to support projects on biodiversity. The Ministry of Environment of Norway is planning to develop a Country Study of Lithuania's biological diversity. EU PHARE is planning to fund projects on Landscape Protection.

PART IV: RESULTS REVIEW
PERFORMANCE DATA TABLE
NARRATIVE ANALYSIS

Resource Request
A. Life-of-Objective Funding Levels
B. Composition of Strategic Objective Teams

A. Life-of-Objective Funding Levels

The format for this table has not been received from the ENI Bureau. As the purpose of the data is historical data reconciliation, it is anticipated that the R4 submission will be forwarded in advance of this table.

An interim estimate of activities for the proposed core strategic objectives and historical data are provided based on the ENI Bureau September 30, 1995 financial report. In addition, life of objective funding is more relevant for FY 1996 through FY 1998 and follows.

U.S. ASSISTANCE FOR LITHUANIA

(in dols. thousands)

Project No.		FY 95 CO	Fy 96	FY 97	FY 98	LOP 1995cCO-98
	A. STRENGTHENING DEMOCRATIC INSTITUTIONS					
	SUB-TOTAL	260	1,000	1,500	300	3060
	1. Political Process and Governance					
180-0019	Democratic Governance and Public Administration					
.07	*Public Administration	0	0	0	0	0
	PROJECT TOTAL	0	0	0	0	0
180-0020	Rule of Law					
.02	* ABA Grant	10	525	500	0	1035
	PROJECT TOTAL	10	525	500	0	1035
	2. Democratic Pluralism					
180-0021	Political and Social Process					
.05	* polit. orgs. (incl. elec. monitoring)	0	175	0	0	175
	(Note: IRI=$100k, NDI=$75k)					
	PROJECT TOTAL	0	175	0	0	175
180-0022	Independent Media					
.03	* Professional Media Program	0	0	0	0	0
.02	* Media training (USIA)	0	100	0	0	100
	PROJECT TOTAL	0	100	0	0	100
180-0032	Non Governmental Organization (NGO) Dev. Project					
.09	*Democracy Networks	250	200	0	0	450
xy	*Civic participation foundation			1,000	300	1300
	PROJECT TOTAL	250	200	1,000	300	1750
	B. ECONOMIC RESTRUCTURING					
	SUB-TOTAL	935	5,310	4,500	2,250	12995
	1. Macroeconomic Support					0
						0
	2. Privatization and Assistance to Enterprises					0
180-0014	Privatization & Enterprise Restruc.					0
.01	Privatization	0	0	0	0	0
.02	Capital Markets	0	700	700	250	1650
.03	Enterprise Restructuring	0	0	0	0	0
.04	Banking Sector (supervision)	310	475	450	250	1485
.xy	Tax ($625k) and trade ($300) policy	0	925	1,200	750	2875
	PROJECT TOTAL	310	2,100	2,350	1,250	6010
180-0023	Technical Assistance to Enterprises					0
.01	* IESC Private Enterprise	0	250	0	0	250
.03	* CIPE (Chamber)	0	0	0	0	0
	Lith Free Market Institute	0	200	300	300	800
.05	* MBA Enterprise Corps	0	250	0	0	250
.06	*WOCCU	0	0	0	0	0
.07	* Peace Corps	20	0	0	0	20
.11	* Entrepren. Mgmt & Exec. Dev.	0	478	0	0	478
	PROJECT TOTAL	20	1,178	300	300	1798
	3. Improving the Business Climate					0
180-0026	Competition Policy, Laws & Regulations					0
.02	* Antitrust law advice (DOJ/FTC)	0	0	0	0	0
.06	*Intl Dev Law Inst (IDLI) (Leg. Ed.)	0	0	0	0	0
.13	* Collateral Law (IRIS)	0	0	0	0	0
.14	* Other, Commercial code/law	0	0	0	0	0
.19	*Legal & Judicial Training	0	0	0	0	0

U.S. ASSISTANCE FOR LITHUANIA

(in dols. thousands)

Project No.		FY 95 CO	Fy 96	FY 97	FY 98	LOP 1995cCO-98
.17	* Bankruptcy	0	0	0	0	0
	PROJECT TOTAL	0	0	0	0	0
180-0027	Business Services					0
.01	* TA/Finan Serv (Treas), incl. tax	400	360	750	500	2010
						0
.02	* FSVC grant	200	50	0	0	250
.05	* Other, PSCs	0	0	0	0	0
	PROJECT TOTAL	600	410	750	500	2260
	4. Investment and Trade					0
180-0010	Enterprise Funds					0
.05	* Baltics Enterprise Fund	0	0	0	0	0
	PROJECT TOTAL	0	0	0	0	0
	5. Human Resources					0
180-0002	Human Resources Program					0
.09	* English Teaching (USIA)	0	100	0	0	100
	PROJECT TOTAL	0	100	0	0	100
180-0045	Participant Training					0
.01	* PIET	5	572	600	100	1277
.02	* Top Up - Academic Trg (USIA)	0	0	0	0	0
.06	* Muskie Grad. Schoshp (USIA)	0	0	0	0	0
.08	* Third Country Training	0	0	0	0	0
	PROJECT TOTAL	5	572	600	100	1277
180-0029	Management Training & Market Economics Education					0
.01	* Large grants competition	0	0	0	0	0
.02	* Small grants competition (USIA)	0	0	0	0	0
	PROJECT TOTAL	0	0	0	0	0
	6. Agriculture and Agribusiness					0
180-0024	Restructuring Agriculture and Agribusiness					0
.01	* VOCA	0	300	0	0	300
.07	* Dairy farming/Land O'Lakes	0	0	0	0	0
.15	* Trade Anal. & Policy Design	0	0	0	0	0
	PROJECT TOTAL	0	300	0	0	300
	8. Energy Efficiency					0
180-0030	Regional Energy Efficiency					0
.01	* Indus. Contr.: Restruc. & Effic.	0	350	300	0	650
	($energy pricing: Bechtel $200k, BREP, Elect $150k)					0
.02	* PASA/IAA with DOE	0	0	0	0	0
.04	* grant to USEA	0	150	0	0	150
.05	* IAA with NRC	0	150	200	100	450
.09	* EBRD Nuclear Safety Fund	0	0	0	0	0
	PROJECT TOTAL	0	650	500	100	1250

U.S. ASSISTANCE FOR LITHUANIA

(in dols. thousands)

Project No.		FY 95 CO	Fy 96	FY 97	FY 98	LOP 1995cCO-98
	C. IMPROVING THE QUALITY OF LIFE					
	SUB-TOTAL	0	1,165	350	0	1515
	5. Environment					0
180-0039	Improved Public Sector Environmental Services					0
.01	* IAA with EPA	0	100	100	0	200
.10	*EAP Investments	0	415	0	0	415
	PROJECT TOTAL	0	515	100	0	615
180-0004	Environmental Initiatives					0
.01	* World Environmental Ctr	0	400	0	0	400
	* REC	0	0	0	0	0
.11	* HIID	0	250	250	0	500
	PROJECT TOTAL	0	650	250	0	900
	D. MISCELLANEOUS					0
	SUB-TOTAL	10	675	650	450	1785
180-0249	Audit, Evaluation, and Project Support					0
.01	* Evaluation	0	100	100	100	300
.02	* Project Support	10	475	450	250	1185
	PROJECT TOTAL	10	575	550	350	1485
180-xxxx	Reserved or Withheld from OYB					0
	* Parking Fines Set Asides	0	0	0	0	0
	* Transfer to G: WID	0	0	0	0	0
	* Trans to USIA: Democ. Com. Sm	0	100	100	100	300
	PROJECT TOTAL	0	100	100	100	300
	TOTAL SAI/DA-APPROPRIATED ASSISTANCE	1,205	8,150	7,000	3,000	19355

B. Strategic Objective Teams

S.O. 1.3 Improved Enabling Policy Environment Conducive To Sustained Private Sector Growth

Core Team

Rasa Ciceniene, USAID/Lithuania (team leader)
Giedra Gureviciute, USAID/Lithuania
Irena Karmaziniene, USAID/Lithuania
Jacqueline DeRosa, USAID/Washington
Brandon Prater, USAID/Washington
Susan Gurley, USAID/Washington
Illona Contryman, USAID/Washington

Extended Team:

Randall Bluffstone, HIID
Viktoras Valentukevicius, Deputy Minister, Ministry of Energy
Ann Main, CLDP
Laurence Vetter, ABA/CEELI
Kestutis Dvirketis, Judicial Department, Parliament

S.O. 1.4: More Stable Financial Environment

ALDAS TO PREPARE BY MAY 6

S.O. 2.1: Increased, Sustained Collaboration of NGOs and Local Government to Develop Policies and Services which Reflect Community Interests

Core Team:

Genevieve Abel, USAID/Lithuania (team leader)
Raymond Sidrys, USAID/Lithuania
Vaidotas Ilgius, NGO Support Center
Richardas Malkevicius, Municipal Training Center

Extended Team:

Kathryn Stratos, USAID/Washington
Christine Sheckler, USAID/Washington
Ashley Owen, US-Baltic Foundation
Mark Levinson, NDI

4.1.1 Special Initiative-Nuclear Safety

Core team:

Gordon Weynand, USAID/W (team leader)
Giedra Gureviciute, USAID/Lithuania
USAID/Lithuania GDO

Bob Ichord, USAID/W
Dennis Meyers, DOE
Hans Shechter, NRC
Michael Demcenko, VATESI/Lithuania
Bieliauskas, Energy Ministry/Lithuania

4.1.2 Special Initiative-Baltic Regional Energy Planning
Core team:

USAID/Lithuania GDO (team leader)
Ira Birnbaum, USAID/W
Charlie Smith, Electrotek
Giedra Gureviciute, USAID/Lithuania
Bob Ichord, USAID/W
Bob Maushammer, Emmbassy Tallin
Elita Sproge, USAID/Riga
Janis Ositis /DC Baltija
Arturas Dainius, Lithuanian Power System

4.1.3 Special Initiative-Regional Environmental Monitoring
Core team:

Giedra Gureviciute, USAID/Lithuania (team leader)
Brandon Prater, USAID/W
USAID/Lithuania, GDO
Bob Maushammer, Emmbassy Tallin
Elita Sproge, USAID/Riga
Viktorija Maceikaite, Ministry of Environment of Lithuania
Jon Grand, EPA
Stafanie Kinney, US Embassy Denmark

4.1.4 Cross Cutting-Participant Training (PTPE)
Core Team:

Irena Karmaziniene, USAID/Lithuania (team leader)
John Batelle, USAID/W, COTR
Indre Biskis, PIET/Vilnius
Aldas Kriauciunas, USAID/Lithuania
Rasa Ciceniene , USAID/Lithuania
Genevieve Abel, USAID/Lithuania

4.1.5 AE & PS
Core Team:

Ronald Greenberg, USAID/Lithuania (team leader) or GDO
Aldas Kriauciunas, USAID/Lithuania
Rasa Ciceniene , USAID/Lithuania
Genevieve Abel, USAID/Lithuania

Karen Simpson, ENI/PCS/B
Michael Snyder, Regional Contracting Officer
John Avilla, Controller/Warsaw