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Volunteers for Economic Growth Alliance

VEGA Armenia Long Term Business Advisors Quarterly Report (January – March 2007)

**LEADER WITH ASSOCIATE AGREEMENT (LWA)
EEM-A-00-04-00002-00**

**Associate Cooperative Agreement
111-A-00-05-00061-00**

**Prepared for the United States Agency for
International Development (USAID)**

Implementing Organizations:

INSTITUTE OF
INTERNATIONAL
EDUCATION

Summary:

This is a final report on the 2005-2006 Advisers in Armenia and an update on the four 2006-2007 Advisers whose assignments are in progress.

Tasks completed this quarter:

- 2005-2006 Advisers attended a debriefing on March 8 & 9, 2007, in Washington, DC. Alumni evaluated the program's impact, discussed ways to keep connected with one another, and with the program, received career advice from USAID and university representatives, and made presentations about their assignments to USAID stakeholders, VEGA and IIE. They also spent a half-day with their case study mentor who assisted them in developing their case studies.
- After a delay in receiving their residency permits caused by paperwork problems, the current Advisers finally received their permits on March 2. IIE wishes to acknowledge the combined efforts of the USAID Mission, the Advisers, and their in-country logistics officer in identifying and resolving the initial problems with the process.
- Disbursed funds to all Advisers.
- Monitored Case Study development of current Advisers and alumni.
- Received and evaluated reports submitted to IIE.

NOTE: Beginning with the 2006-2007 group, IIE, in consultation with VEGA, designed two sets of report templates to measure impact: the Projected Impact Report and the Training and Technical Assistance Activity Report. Advisers are required to submit these reports to IIE periodically along with other standard reports. All Projected Impact Reports and Training and Technical Assistance Activity Reports received to date are included as attachments to this report. Future quarterly reports to USAID will include the Adviser reports received for the given reporting period.

Volunteers and Assignments:

1. Marshall Chase, Senior Adviser for Advocacy, American Chamber of Commerce (AmCham)

Contact e-mail: mdchase@umich.edu

Assignment Period: 10 months, November 27, 2006 – September 27, 2007

Training: “Advanced EMS Auditors Course, TMS Consultancy Ltd., Dublin, Ireland, May 28 – June 1, 2007

Marshall's work plan goals are:

- Develop and implement a strategy to encourage the Government of Armenia to improve its current business environment

- Strengthen AmCham operations by creating additional value for new and potential members and improving communications between the organization and its membership as well as between members and between AmCham and external groups

Marshall's output during this period was prodigious:

- Creation and distribution of two newsletters (the first edition debuted in December 2006 and is posted on the AmCham website www.amcham.am/AmCham%20Newsletter.pdf);
- Creation of a new website and increase in the number of page views from approximately 200 in November 2006 to 340 in February 2007;
- Authored two letters on policy issues: regional transportation and Armenian mortgage law;
- Preparations for Member-to-Member discount program nearly complete;
- Application for AmCham membership in the U.S. Chamber of Commerce submitted;
- Application to join United Nations Global Compact submitted; and,
- Development of AmCham charity project that raised over \$5,000.

Going forward, Marshall will continue to work on building his credibility within AmCham as well as understanding the business environment within which the organization operates. Marshall explains: "AmCham serves a broader range of members than I realized (many NGOs and local businesses as well as U.S.-based businesses). As a result, the range of interests among the membership is quite broad, and I have to spend more time understanding these interests."

2. Sarah Gray, Senior Program Officer – Communications and Institutional Reform, USAID Armenia Tax Improvement Project (ATIP), Booz Allen Hamilton (BAH)

Contact e-mail: rosiesg9@hotmail.com

Assignment Period: 10 months: November 27, 2006 – September 27, 2007

Training: "Integrated Marketing Communication for Behavioral Impact in Health and Social Development," New York University, New York, NY, July 8 – 28, 2007

As a member of the ATIP team, Sarah is contributing to the achievement of the project goals of increasing tax collections by 0.5 percentage points per year and modernizing the organization and management of its client, the Armenian State Tax Service (STS). In collaboration with fellow EMDAP Adviser Tony Woodham and other BAH colleagues, most of Sarah's efforts during the first three months of her assignment were directed towards the preparation of the

STS's first ever three-year Strategic Plan and accompanying ATIP 2007 Work Plan.

Sarah is now turning her attention to the activities specific to her assignment, including:

- Provide technical advice on public outreach campaigns focused on improving public confidence in the STS;
- Assess taxpayer information needs and develop and analyze the effectiveness of new taxpayer education materials;
- Help to design a taxpayer notice program and advise on the English version of the STS website; and,
- Assess the information needs of and develop and deliver a training program for regional tax inspectorates.

Looking forward, Sarah observes: "I have learned how important it is that our client sees the benefit in communicating with taxpayers. At this time, the STS is reluctant to offer too much information to taxpayers, but they will have to move in that direction to implement important changes in tax administration. I plan on liaising with more people at international agencies and nongovernmental agencies doing similar work and spending more time cultivating a relationship with the main Communications counterpart at the STS."

3. Jeff Standley, Business Consultant, Shirak Competitiveness Center (SCC)

Contact e-mail: JeffStandley@msn.com

Assignment Period: 10 months: November 27, 2006 – September 27, 2007

Training: TBD

Jeff reports possible grant opportunities that may help his financially struggling host organization, and he is continuing to work on strategy and capacity development. He also observes that the SCC's pricing model is very poor, so he is focusing on improvements in that area.

"While conducting an industry analysis," Jeff comments, "I was able to meet with 13 government, non-profit, and for profit entities to learn more about the business environment. I was able to use this information to analyze the industry in which the SCC works and develop strategy recommendations."

A new addition to Jeff's work plan this period is a career fair that the SCC is planning. This is a potential boon for the SCC: "There are few [local] organizations with the developed capabilities to provide employment services and economic development. This is an opportunity which SCC can take advantage of."

4. Anthony (Tony) Woodham, Senior Program Officer, USAID Armenia Tax Improvement Project (ATIP), Booz Allen Hamilton (BAH)

Contact e-mail: ABWoodham@yahoo.com

Assignment Period: 10 months: November 27, 2006 – September 27, 2007

Training: “Microenterprise and Development Institute,” Southern New Hampshire University, Manchester, NH, June 11 – 29, 2007

As a member of the ATIP team, Tony is contributing to the achievement of the project goals of increasing tax collections by 0.5 percentage points per year and modernizing the organization and management of its client, the Armenian State Tax Service (STS). In collaboration with fellow EMDAP Adviser Sarah Gray and other BAH colleagues, most of Tony’s efforts during the first three months of his assignment were directed towards the preparation of the STS’s first ever three-year Strategic Plan and accompanying ATIP 2007 Work Plan.

Going forward, Tony will play an important liaison role in the project: “contributing to new institutional initiatives, interacting regularly with the senior staff and professional staff as well as clients and counterparts in the field.” His assignment-specific responsibilities include:

- Provide technical, financial and administrative project support to the ATIP Chief of Party as well as to short- and long-term local staff and consultants;
- Work with teams to prepare and monitor implementation of work plans, budgets, quarterly reports and other USAID deliverables;
- Work with the Contracts Officer to ensure project compliance with USAID policies; and
- Engage in daily communication with counterparts and the STS to proactively address management issues and troubleshoot technical and contractual issues as they arise.

Tony comments: “I have learned quite a bit about the local tax environment...It still pays to operate in the informal/shadow sector and there is very little incentive for successful businesses to do otherwise...This realization has forced us to shift many of our project activities to focusing on efforts that specifically address the shadow economy.”

Date of Report: 15 January 2007

Report #: 1. Begin Assignment

Name of Adviser: Marshall Chase

Country: Armenia

Name of Host¹: American Chamber of Commerce in Armenia

Address: Marriott Armenia Hotel, 1 Amiryan St, Yerevan

Contact Name, Title, Phone, Email:

Elen Ghazarian, Executive Director, Tel. 599187, email amcham@arminco.am

Period of Adviser Assistance: December 2006-September 2007

I. INDICATORS OF IMPACT (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in AMD)

Indicator	Amount during Period Preceding Assistance [specify] ¹	Amount during Current Period [specify] ¹	Projection of Amount during Next Period [specify] ¹
Number of members	Approx. 80 [1 December 2006]	Approx. 80 [10 January 2007]	>80 [1 December 2007]
Income from membership dues	12,200,000 AMD [Est. for 1 Jan - 31 Dec 2006]	To be determined	To be determined
Number of services introduced/strengthened	Not Applicable	1 (newsletter) [Dec 2006/Jan 2007]	To be determined [2007]
Income from services	Not Applicable	Not Applicable	Not Applicable
Number of new initiatives [specify]	Not Applicable	To be determined	To be determined
Number of members participating in & benefiting from new initiatives	Not Applicable	To be determined	To be determined
Income to members resulting from association initiatives	Not Applicable	To be determined	To be determined
Total income to association	To be determined [2006]	To be determined	To be determined
Website page views per 28 day period	Not available	260 [14 Dec 2006-10 Jan 2007]	To be determined
Other indicator(s) of impact [specify]			

¹Preferably, the period is a year, to facilitate comparison with other periods.

¹The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

II. BENEFICIARIES (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

Category of Beneficiary	Number of People in Category	Income ¹ during Period Preceding Assistance ¹ [specify] ²	Income ¹ during Current Period [specify] ²	Projection of Income ¹ during Next Period [specify] ²	Other Tangible Improvement in Lives [specify]
Employees					
Member employees					
Other [specify]					
Total					

¹Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

² Preferably, the period is a year, to facilitate comparison with other periods.

III. DISCUSSION (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

Please note that financial data – at this point, only income from membership dues – is in Armenian Drams (AMD) rather than US dollars. AmCham financials are Dram-denominated, and past and expected ongoing dramatic currency fluctuations (a 20% appreciation vs. the US dollar in 2006 alone) will result in unreliable indicators if translated into dollars.

Number of members and income: Adviser is working on initiatives to increase the value of AmCham membership, with the aim of attracting and retaining members.

Website page views: Adviser is working with AmCham staff to upgrade website to make it more useful for members and others interested in business in Armenia, which should generate greater traffic to the website.

B. Confirm the source(s) of the numbers and how reliable they are.

Source for estimated 2006 income from membership dues was actual income in 2005 audited financial statement. The 2005 figure is accurate, and AmCham staff believes it is a reasonable reflection of 2006 income.

Number of members comes from current membership list. Accurate within +/- 3 due to new member additions and old member non-renewals.

Number of web page views comes from independent tracking statistics, which track either cumulative use since 2003 or for the most recent 28-day period. Reliable, but does not reflect actual number of independent visitors.

C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.

N/A

D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.

N/A

E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?

None made at this point.

Date of Report: 1 March 2007

Report #: 1. Begin Assignment

Period of Adviser Assistance: December 2006-September 2007

I. INDICATORS OF IMPACT (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in AMD)

Indicator	Amount during Period Preceding Assistance [specify] ¹	Amount during Current Period [specify] ¹	Projection of Amount during Next Period [specify] ¹
Number of members	81 [1 December 2006]	81 [25 February 2007]	95 [1 December 2007] >95 [1 December 2008]
Income from membership dues	15,300,000 AMD [2006]	16,400,000 AMD [2007]	To be determined [2008]
Number of services introduced/strengthened	Not Applicable	3 (newsletter, website, holiday charity project) [Dec 2006-Feb 2007]	To be determined
Income from services	Not Applicable	Not Applicable	Not Applicable
Number of new initiatives [specify]	Not Applicable	To be determined	To be determined
Number of members participating in & benefiting from new initiatives	Not Applicable	To be determined	To be determined
Income to members resulting from association initiatives	Not Applicable	Not Available	Not Available
Total income to association	15,400,000 AMD [2006]	16,400,000 AMD [2007]	To be determined
Website page views per 28 day period	202 [7 Nov 2006-4 Dec 2007]	340 [31 Jan -27 Feb 2007]	To be determined
Number of members joining	9	2 [Dec 2006-Feb 2007]	To be determined
Number of members leaving	3	2 [Dec 2006-Feb 2007]	To be determined
Newsletters directly distributed	0	90 [Dec 2006]	To be determined
Other indicator(s) of impact [specify]			

¹Preferably, the period is a year, to facilitate comparison with other periods.

II. BENEFICIARIES (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

Category of Beneficiary	Number of People in Category	Income ¹ during Period Preceding Assistance ¹ [specify] ²	Income ¹ during Current Period [specify] ²	Projection of Income ¹ during Next Period [specify] ²	Other Tangible Improvement in Lives [specify]
Employees					
Member employees					
Other [specify]					
Total					

¹Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

² Preferably, the period is a year, to facilitate comparison with other periods.

III. DISCUSSION (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

Please note that financial data – at this point, only income from membership dues – is in Armenian Drams (AMD) rather than US dollars. AmCham financials are Dram-denominated, and past and expected ongoing dramatic currency fluctuations (a 20% appreciation vs. the US dollar in 2006 alone) will result in unreliable indicators if translated into dollars.

Number of members, members leaving and joining, and income: Adviser is working on initiatives to increase the value of AmCham membership, with the aim of attracting and retaining members. This will increase revenue from membership dues, AmCham's only significant source of income.

Note that AmCham currently receives no regular income from services, but may do so in the future, for example through advertising in the newsletter or on the website, or through project work.

Website page views: Adviser is working with AmCham staff to upgrade website to make it more useful for members and others interested in business in Armenia, which should generate greater traffic to the website.

Newsletter distribution: Adviser created AmCham newsletter and will be working to establish regular electronic and hard copy distribution channels as part of AmCham communication strategy. Note that indirect or secondary distribution (e.g. forwarded emails, online views, or passing on a hard copy) is not included in this estimate.

B. Confirm the source(s) of the numbers and how reliable they are.

- Source for current and previous number of members is AmCham Staff. Reliable.
- Future number of members was estimated based on AmCham target of adding 20 members by end of 2007, less my estimate of 6 members leaving. Rough estimate.

- Source for 2006 income from membership dues was 2006 cash flow statement from AmCham Treasurer.
 - 2007 estimated income from membership dues was calculated as follows: estimated 7 net additional full AmCham members paying 250,000 AMD annually, and 7 net additional associate members paying 125,000 AMD annually, both prorated over 5 months (current membership is split nearly evenly between full and associate members). Rough estimate.
 - Number of web page views comes from independent tracking statistics, which track either cumulative use since 2003 or for the most recent 28-day period. Reliable, but does not reflect actual number of independent visitors.
 - Direct newsletter distribution includes direct emails and hard copies distributed by AmCham staff. Reliable.
- C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.
Indicators have been added to chart above in blue as relevant.
- D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.
- Indirect and secondary newsletter distribution
- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?
The most important future indicators for AmCham are tied directly to number of members (income, etc). They are conservative projections, as described in section B, but there is a small risk that membership numbers could be adversely affected by the economic and political climate in Armenia.

Date of Report: 01/12/07

Report # (circle 1): 1. Begin Assignment 2. End 1st Term 3. End 2nd Term
4. End of Assignment 5. (Host only) 6 Mos. following Assignment

Name of Adviser: Sarah Gray

Country: Armenia

Name of Host Organization¹: Booz Allen Hamilton – Armenia Tax Improvement Project

Address: Yerevan, Armenia

Contact Name, Title, Phone, Email: Sarah Gray, Senior Program Officer, 091 195 571,
gray_sarah@bah.am

Period of Adviser Assistance: 11/27/06 – 09/27/07

I. INDICATORS OF IMPACT (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

Indicator	Amount during Period Preceding Assistance [specify] ¹	Amount during Current Period [specify] ¹	Projection of Amount during Next Period [specify] ¹
Number of client processes introduced/strengthened	Not Applicable	12	0
Number of client products introduced/strengthened	Not Applicable	14	0
Number of client services introduced/strengthened	Not Applicable	14	0
Number of new training courses offered	Not Applicable	6	0
Number of people trained	Not Applicable	650	0

¹Preferably, the period is a year, to facilitate comparison with other periods.

II. DISCUSSION (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

¹The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

Processes

ATIP will implement 12 processes to support the larger initiatives of self assessment, audit automation, collection enforcement and Income and Property declaration. I will help produce these outcomes by planning implementation of these processes with STS and providing technical advice on outreach campaigns.

Products

ATIP will provide STS with 14 products related to taxpayer outreach, human resources, collections, legislation, IT and structural reform. I will help produce these outcomes by designing taxpayer forms, publications and public awareness campaigns.

Services

ATIP will provide STS with 14 services in the form of website design, legal advice, taxpayer services, compliance strategies and performance enhancement. I will help produce these outcomes by helping to design a taxpayer notice program and advising on the English version of the STS website.

Training

ATIP plans on conducting 6 trainings for STS related to content management of the STS website, audit, change management and strategic planning. I will provide training methodology and curriculum design as requested.

- B. Confirm the source(s) of the numbers and how reliable they are.

These indicators of impact are directly related to ATIP's projected outputs per its 2007 Implementation Plan as identified by international tax experts.

- C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.

The form has been adapted to reflect outputs of a tax reform project.

- D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.

The form has been adapted to reflect outputs of a tax reform project.

- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?

N/A

Date of Report: 03/01/07

Report # (circle 1): 1. Begin Assignment 2. **End 1st Term** 3. End 2nd Term
4. End of Assignment 5. (Host only) 6 Mos. following Assignment

Period of Adviser Assistance: 11/27/06 – 09/27/07

I. INDICATORS OF IMPACT (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

Indicator	Amount during Period Preceding Assistance [specify] ¹	Amount during Current Period [specify] ¹	Projection of Amount during Next Period [specify] ¹
Number of client processes introduced/strengthened	Not Applicable	12	0
Number of client products introduced/strengthened	Not Applicable	14	0
Number of client services introduced/strengthened	Not Applicable	14	0
Number of new training courses offered	Not Applicable	6	0
Number of people trained	Not Applicable	650	0

¹Preferably, the period is a year, to facilitate comparison with other periods.

II. DISCUSSION (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

Processes

ATIP will implement 12 processes to support the larger initiatives of self assessment, audit automation, collection enforcement and Income and Property declaration. I will help produce these outcomes by planning implementation of these processes with STS and providing technical advice on outreach campaigns.

Products

ATIP will provide STS with 14 products related to taxpayer outreach, human resources, collections, legislation, IT and structural reform. I will help produce these outcomes by designing taxpayer forms, publications and public awareness campaigns.

Services

ATIP will provide STS with 14 services in the form of website design, legal advice, taxpayer services, compliance strategies and performance enhancement. I will help produce these outcomes by helping to design a taxpayer notice program and advising on the English version of the STS website.

Training

ATIP plans on conducting 6 trainings for STS related to content management of the STS website, audit, change management and strategic planning. I will provide training methodology and curriculum design as requested.

- B. Confirm the source(s) of the numbers and how reliable they are.

These indicators of impact are directly related to ATIP's projected outputs per its 2007 Implementation Plan as identified by international tax experts.

- C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.

The form has been adapted to reflect outputs of a tax reform project.

- D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.

The form has been adapted to reflect outputs of a tax reform project.

- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?

N/A

Report # (circle 1): 1. Begin Assignment 2. End 1st Term 3. End 2nd Term
 4. End of Assignment 5. (Host only) 6 Mos. following Assignment

Name of Adviser: Jeff Standley Country: Armenia

Name of Host Organization¹: Shirak Competitiveness Center

Address: 175/1 Shirakatsi, Gyumri, RA 3125

Contact Name, Title, Phone, Email: Gayane Avagyan, Executive Director, (374)(312)31916,
 gayanescc@shirakinfo.am

Period of Adviser Assistance: November 27, 2006 – September 27, 2007

I. INDICATORS OF IMPACT (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

Indicator	Amount during Period Preceding Assistance [2006] ¹	Amount during Current Period [2007] ¹	Projection of Amount during Next Period [2008] ¹
Number of services introduced/strengthened	Not Applicable		
Number of new training courses offered	Not Applicable		
Number of new training events offered	Not Applicable		
Number of clients	72		
Number of people trained	250		
Number of new initiatives [specify]	Not Applicable		
Number of new contracts signed [specify kind]	Not Applicable		
Value of new contracts signed	Not Applicable		
Number of employees	14		
Employee payroll	\$40,616		
Financing accessed [Grants and Donations]	\$93,456		
Income from sale of services	\$4500		
Profits for Reinvestment	\$756		
Other indicator(s) of impact [Expenses]	\$97,200		

¹Preferably, the period is a year, to facilitate comparison with other periods.

¹The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

II. BENEFICIARIES (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

Category of Beneficiary	Number of People in Category	Net Income ¹ during Period Preceding Assistance ¹ [2006] ²	Income ¹ during Current Period [2007] ²	Projection of Income ¹ during Next Period [2008] ²	Other Tangible Improvement in Lives [specify]
Owners					
Employees					
Clients					
Other [Organization]	1	\$756			
Total					

¹Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

² Preferably, the period is a year, to facilitate comparison with other periods.

III. DISCUSSION (please use additional pages as necessary)

- A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.
Adviser will be working to develop capacity of organization to provide services to clients and increase revenue streams.
- B. Confirm the source(s) of the numbers and how reliable they are.
The numbers are obtained from financial statements generated by the organization.
- C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.
Initially, I will be working on strategic issues and it will be difficult to quantify the results.
- D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.
Economic impact on clients would be valuable information, but may be difficult to obtain. A client would need to open their financial records.
- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?
There are no projections currently for 2008.

Report # (circle 1): 1. Begin Assignment 2. **End 1st Term** 3. End 2nd Term
 4. End of Assignment 5. (Host only) 6 Mos. following Assignment

Period of Adviser Assistance: November 27, 2006 – September 27, 2007

I. INDICATORS OF IMPACT (Provide data *only* for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

Indicator	Amount during Period Preceding Assistance [2006]¹	Amount during Current Period [2007]¹	Projection of Amount during Next Period [2008]¹
Number of services introduced/strengthened	Not Applicable		
Number of new training courses offered	Not Applicable		
Number of new training events offered	Not Applicable		
Number of clients	72	7	
Number of people trained	250	30	
Number of new initiatives [specify]	Not Applicable		
Number of new contracts signed [specify kind]	Not Applicable		
Value of new contracts signed	Not Applicable		
Number of employees	14	10	
Employee payroll	\$46,110	\$2,903	
Financing accessed [Grants and Donations]	\$81,076	\$4,550	
Income from sale of services	\$17,768	\$250	
Profits for Reinvestment	\$10,445	\$261	
Other indicator(s) of impact [Expenses]	\$88,399	\$1,636	

¹Preferably, the period is a year, to facilitate comparison with other periods.

II. BENEFICIARIES (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

Category of Beneficiary	Number of People in Category	Net Income ¹ during Period Preceding Assistance ¹ [2006] ²	Income ¹ during Current Period [2007] ²	Projection of Income ¹ during Next Period [2008] ²	Other Tangible Improvement in Lives [specify]
Owners					
Employees					
Clients					
Other [Organization]	1	\$10,445	\$261		
Total					

¹Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

² Preferably, the period is a year, to facilitate comparison with other periods.

III. DISCUSSION (please use additional pages as necessary)

- A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.
Adviser will be working to develop capacity of organization to provide services to clients and increase revenue streams.
- B. Confirm the source(s) of the numbers and how reliable they are.
The numbers are obtained from financial statements generated by the organization.
- C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.
Initially, I will be working on strategic issues and it will be difficult to quantify the results. I am working to coordinate a career fair. This will have indicators such as number of attendees, business participation, and candidates hired for jobs.
- D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.
Economic impact on clients would be valuable information, but may be difficult to obtain. A client would need to open their financial records.
- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?
There are no projections currently for 2008.

Date of Report: 01/12/07
Report # (circle 1): 1. Begin Assignment 2. End 1st Term 3. End 2nd Term
 4. End of Assignment 5. (Host only) 6 Mos. following Assignment

Name of Adviser: **Anthony Woodham** Country: **Armenia**

Name of Host Organization¹: **Booz Allen Hamilton – Armenian Tax Improvement Project**

Address: **Yerevan, Armenia**

Contact Name, Title, Phone, Email: **Anthony Woodham, Senior Program Officer – woodham_anthony@bah.am**

Period of Adviser Assistance: **11/27/06 – 09/27/07**

I. INDICATORS OF IMPACT (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

Indicator	Amount during Period Preceding Assistance [specify] ¹	Amount during Current Period [specify] ¹	Projection of Amount during Next Period [specify] ¹
Number of client processes introduced/strengthened	Not Applicable	12	
Number of client products introduced/strengthened	Not Applicable	14	
Number of client services introduced/strengthened	Not Applicable	14	
Number of new training courses offered	Not Applicable	6	
Number of people trained	Not Applicable	0	

¹Preferably, the period is a year, to facilitate comparison with other periods.

II. DISCUSSION (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Section I. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

Processes

ATIP will implement 12 processes to support the larger initiatives of self assessment, audit automation, collection enforcement and Income and Property declaration. As an Adviser, I

¹The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

will help produce these outcomes by designing, creating and developing deliverables inline with identified needs.

Products

ATIP will provide STS with 14 products in the areas of taxpayer outreach, human resources, collections, legislation, IT and structural reform. As an Adviser, I will help produce these outcomes by designing, developing and initiating deliverables inline with identified needs.

Services

ATIP will provide STS with 14 services in form of website design, legal advice, taxpayer services, compliance strategies and performance enhancement. As an Adviser, I will help produce these outcomes by designing, developing and initiating deliverables inline with identified needs.

Training

ATIP plans on conducting 6 trainings for STS related to content management of the STS website, audit, change management and strategic planning. As an Adviser, I will help produce these outcomes by designing, developing and initiating deliverables inline with identified needs.

- B. Confirm the source(s) of the numbers and how reliable they are.
These Indicators of Impact are directly related to the projects outputs per its 2007 implementation plan as identified by international tax experts.
- C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.
Adapted form to reflect outputs of a tax reform project
- D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.
Adapted form to reflect outputs of a tax reform project
- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?
N/A

Date of Report: 03/01/07

Report # (circle 1): 1. Begin Assignment 2. **End 1st Term** 3. End 2nd Term
4. End of Assignment 5. (Host only) 6 Mos. following Assignment

Period of Adviser Assistance: **11/27/06 – 09/27/07**

I. INDICATORS OF IMPACT (Provide data *only* for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

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- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?
N/A

EMDAP ADVISER TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES

Under USAID reporting requirements, EMDAP must compile data on specific Adviser training and technical assistance activities. Advisers are requested to fill in the following two charts on an ongoing basis, adding lines as required, and include them in their quarterly reports to IIE.

TABLE A: DATA ON ADVISER TRAINING¹ ACTIVITIES

Training Event No.	Location (Locality)	Date(s)	Topic(s)	Training Performed By		Duration				Primary Host/Target Group							Number of People Trained				
				Adviser Name	Other Trainer(s) (name and affiliation)	1 day or less	2- 7 days	8-30 days	More than 30 days	For-Profit Enterprise(s) ²	Business Service Provider(s)	Bank(s)	Credit Union(s)	Farmer Cooperative(s) ³	Not-For-Profit Organization(s) ⁴	Educational & Research Institution(s)	Government Agency(ies) ⁵	Male	Female	Total	
1																					
2																					
3																					
4																					
5																					
6																					
7																					
8																					
9																					
10																					
11																					
Totals																					

¹Training defined as a formally structured group educational activity, usually in a classroom or workshop, with formal learning objectives.

²Excluding business service providers and for-profit financial institutions.

³Not-for-profit farmer cooperatives. For-profit cooperatives are reported as for-profit enterprises

⁴Non-governmental, other than farmer cooperatives and educational institutions.

⁵Other than educational and research institutions.

TABLE B: DATA ON ADVISER TECHNICAL ASSISTANCE¹ ACTIVITIES

Technical Assistance Event No.	Location (Locality)	Date(s)	Topic(s)	Technical Assistance Provided By		Duration				Primary Host/Target Group						Number of People Assisted				
				Adviser Name	Other Trainer(s) (name and affiliation)	1 day or less	2- 7 days	8-30 days	More than 30 days	For-Profit Enterprise(s) ²	Business Service Provider(s)	Bank(s)	Credit Union(s)	Farmer Cooperative(s) ³	Not-For-Profit Organization(s) ⁴	Educational & Research Institution(s)	Government Agency(ies) ⁵	Male	Female	Total
1	Gyumri	Jan-Feb 2007	Strategy Development	Jeff Standley			X				X								1	1
2	Gyumri	Feb 2007	Sales	Jeff Standley		X					X								1	1
3	Gyumri	Feb 2007	Program Planning	Jeff Standley			X				X								1	1
4																				
5																				
6																				
7																				
Totals																			3	3

¹Technical assistance defined as any educational activity that is not a formally structured group educational activity with formal learning objectives.

²Excluding business service providers and for-profit financial institutions.

³Not-for-profit farmer cooperatives. For-profit cooperatives are reported as for-profit enterprises

⁴Non-governmental, other than farmer cooperatives and educational institutions.

⁵Other than educational and research institutions.