



USAID REFORMA PROJECT: TOGETHER, WE CAN DO IT BETTER!

MINISTRY OF ECONOMY UNVEILS DRAFT DEVELOPMENT STRATEGY FOR THE MINERAL RESOURCES SECTOR

On December 10, the Ministry of Economy introduced the draft Development Strategy at a presentation attended by 139 mining sector stakeholders from the public, private, donor and NGO communities. REFORMA sponsored the development of the Strategy, which was drafted by a consortium of local organizations and experts, led by the Kyrgyz Mining Association under the direction of the Ministry.

Minister of Economy Temir Sariev moderated the presentation, with remarks by other Government and Parliamentary officials. USAID Mission Director Michael Greene expressed his support for sector reforms, stating "The mining sector should be a positive powerhouse for Kyrgyzstan. The country already enjoys significant financial, employment and technological benefits from mining, but reforms are needed...I would like to express my sincere congratulations to the Ministry of Economy and the Government of the Kyrgyz Republic for its readiness and



Minister of Economy Temir Sariev presents the Development Strategy with participation of USAID Mission Director Michael Greene.

full commitment to adopting policy reforms that will contribute to economic growth in the years ahead."

In 2012 the Government recognized the need to develop a vision for mining sector development based on a sustainable policy framework and articulated through a comprehensive development strategy. The lack of an overarching policy framework reflecting widespread stakeholder consensus has been one of the many contributors to the misunderstanding and miscommunication among all stakeholders, including public officials, private investors and civil society.

Over the past year, the Strategy team researched best-practice policies pursued by top-performing countries across legislative, regulatory, fiscal, environmental, educational and social spheres. Through numerous

public meetings and round tables, the team encouraged stakeholders to consider various policy choices that ensure job creation, environmental and health protection, and a fair distribution of economic benefits to all stakeholders.

"The adoption of a comprehensive policy approach to sector development will significantly expand economic growth in this sector by stimulating both domestic and foreign investment," said Minister Sariev. "But sector development must be managed in a way that addresses the needs and concerns of local communities, meets the economic feasibility hurdles of private investors, and brings in sufficient Government revenue to invest in improving the lives of all citizens."

Over the next few months, the Ministry will circulate the Strategy and Action Plan among Ministries and Agencies before presenting it for adoption to the Government. At the same time, the Ministry, with REFORMA's assistance, will conduct additional round tables and opportunities for discussing recommended policies to stakeholders throughout the country.



Stakeholders discuss Strategy recommendations.



Strategy development consortium member, Gulnara Kalikova, presents recommendations for strengthening the legal and regulatory policy framework for mining sector development.



REFORMA AND GIZ HOST TRAINING IN LEGAL AND FISCAL FRAMEWORKS FOR MINING

In cooperation with GIZ, REFORMA delivered a four-day training session from October 9 - 12 to Kyrgyz Government officials to promote the adoption of reforms to improve the business and investment climate for mining. Offered by the Vale Columbia Center for Sustainable International Development (VCC), an independent, non-profit, academic center of the Columbia University Law School and Earth Institute, the training presented best-practice policy options on legal frameworks, tax regimes, mining contract negotiations, trade-offs between fiscal and non-fiscal benefits in negotiations, and other topics for attracting sustainable investment. Three VCC instructors volunteered their time to deliver training modules in their dif-

ferent areas of expertise. Participants remarked that the training featured practical case studies with best-practice examples from throughout the world and offered many opportunities to answer participant questions.

During the four-day period, REFORMA and GIZ were also able to organize special-topic seminars for other mining sector stakeholders who were not attending the training. VCC instructors participated in a round table that provided private investors the opportunity to convey their views on the Kyrgyz business climate and reform priorities for sector development. VCC also offered a hands-on fiscal modelling session for both Government and private sector tax specialists and participated in a discussion about mining contract negotiations with senior executives from Kyrgyzaltyn. REFORMA and GIZ plan to offer another VCC training course in social and environmental policy in the spring.



Ministry of Economy Permanent Secretary, Aidai Kurmanova, welcomes Ministry staff to VCC presentation of policy options.



Department Heads and other Government officials participate in mining policy training by the Vale Columbia Center.



Instructor Lise Johnson and Head of the State Property Department of the Ministry of Economy, Nurbek Umetaliyev, exchange thoughts on international investment treaties.



Fiscal policy instructor Perrine Toledano presents fiscal policy options for the mining industry.



Public and private fiscal and tax specialists participate in a fiscal modeling exercise to identify the tradeoffs of various tax regimes.



Ulan Ryskulov of the State Geology Agency participates in discussions of licensing frameworks for mining.

GEOLOGY AGENCY TO STANDARDIZE INVESTOR REPORTING

In response to the needs of mining companies, REFORMA will help the State Agency for Geology and Mineral Resources to optimize the process for submission of required periodic reports on exploration and mining activity. The project will alleviate cumbersome and irregular reporting procedures by providing clear report guidance and standard formats

for report submission. Standardized reports will also help the Agency to improve its administrative efficiencies and enable in-depth and comparative analysis of sector activity.

In January, REFORMA issued a tender to undertake this work and is currently evaluating proposals from local firms. The selected partner will review all current reporting requirements, analyze existing report standards, make recommendations for improvement, and design necessary report templates. Some of these templates will enable the submission of reports in electronic

format to be uploaded to the database that is currently being developed by REFORMA subcontractor, TimelySoft. The project will also ensure that internal Agency regulations and instructions are duly updated to reflect changes in report formats and procedures.

As part of the development process, the team will involve the investor community and relevant government officials in round tables and meetings, at which participants can provide constructive feedback and recommendations for improving the reporting process.

CHAMBER OF COMMERCE AND USAID SIGN MEMORANDUM TO STRENGTHEN CAPACITY

The Chamber of Commerce and Industry of the Kyrgyz Republic and USAID signed a Memorandum of Understanding (MOU) on December 20, 2013, the official launch of REFORMA's work with the Chamber to improve its institutional capacity. The Human and Institutional Capacity Development (HICD) program is designed to strengthen the Chamber's overall potential to drive economic reform and lead the business sector toward growth and prosperity.

"The Chamber is a leading voice within the business community for accelerating reforms to stimulate economic growth in the country. Given the importance of this role, USAID is honored to work with the Chamber to help it better serve its members," said USAID Mission Director Michael Greene.

The first phase of the HICD program involves conducting a comprehensive diagnostic of the Chamber's functions, services and performance to develop recommendations for subsequently improving Chamber opera-

tions. The second phase of the HICD program will undertake the implementation of recommendations based on the results of the assessment.

The assessment will be carried out by a Performance Assessment Team managed by Smart Business Solutions, the winner of REFORMA's competitive tender, together

with Signum.kg. The assessment team also includes key Chamber staff and members of the REFORMA Project. REFORMA will also mobilize an international expert in managing chambers of commerce to help the team to make practical and effective recommendations to the Chamber for future development.



USAID Mission Director Michael Greene (right) signs MOU with the President of the Chamber of Commerce and Industry, Marat Sharshkeev.

REFORMA TO LAUNCH SMALL GRANTS PROGRAM TO SUPPORT REFORM PRIORITIES

The REFORMA Project will soon launch a Small Grants Program to encourage business associations, NGOs, and policy/research institutions to pursue policy reform activities to improve the investment climate in tax, trade, business regulations, and the pursuit of other sectoral and cross-sectoral policy reforms.

Once the program is launched, REFORMA will award grants of up to US \$10,000 through a simplified application process that will strive to approve qualified proposals within three weeks of submission. Grant candidates must make cost-sharing contributions equal to 18%

of grant funds requested, which may include program management costs and other in-kind contributions.

The REFORMA Small Grants Program will provide funds to eligible organizations, which can be private or non-governmental organizations, think tanks, academic institutions, and business associations registered in the Kyrgyz Republic. Awards may support, but are not necessarily limited to, the following types of activities:

- Convening seminars, conferences and round tables to discuss priority reforms.
- Conducting member or other surveys or improving the delivery of member or other services related to reforming the environment for business and investment.
- Drafting proposed amendments to normative legal acts and conducting required Regulatory Impact Assessments (RIAs) if

reforms are supported by a critical number of businesses and associations.

- Training staff or improving websites for associations, NGOs, or other eligible organizations.
- Undertaking proposed capacity development activities targeted to the Government, Parliament, or other public institutions.
- Pursuing other functions as proposed in grant applications.

REFORMA will widely announce the launch of the program to prospective grantees through newspaper ads and emails to our substantial list of implementing partners and organizations. We will also conduct a seminar on February 14 to introduce the program and explain the process and procedures for submitting grant applications and managing grant awards according the USAID requirements.

UNION OF ENTREPRENEURS SELECTED TO DRAFT REGULATIONS FOR LICENSING LAW

With the adoption of the Law 'On the Licensing and Permitting System of the Kyrgyz Republic' in October, REFORMA has agreed to assist the Ministry of Economy in drafting regulations, which is the next step in ensuring implementation of the Law. In December, REFORMA awarded a contract to the Union of Entrepreneurs following selection through a competitive tender. The Union began its work in earnest in January to write draft by-laws on: (1) licensing of certain activities; (2) the methodology for risk assessment; (3) the procedures for licensing control; (4) the procedures for keeping a register of licenses and permits. The Union will work with REFORMA to conduct a series



Union of Entrepreneurs and REFORMA staff launch project to draft implementing regulations to the Licensing Law.

of focus groups, round tables and technical consultations throughout the Kyrgyz Republic seeking the input of businesses, consumers and government authorities on the necessary provisions for implementation and enforcement. This work is expected to be completed by the end of May.



REFORMA Chief Legal Advisor Raisa Ermakova discusses work plan with Union of Entrepreneurs team.

REFORMA SPONSORS FORUM TO DISCUSS OPTIONS FOR BUSINESS SELF-REGULATION

On December 17, the Ministry of Economy held a round table presentation of the findings of REFORMA's study on self-regulatory organizations (SROs), which included a discussion of the proposals and positions of various business asso-

ciations. The objective of the meeting was to present international practices in self-regulation, discuss whether a framework Law on SROs would be necessary to support the development of self-regulation in Kyrgyzstan, and identify what regulatory authorities and provisions such a law should include. Many business associations, however, had widely divergent views on the type and extent of regulatory authority they are seeking and on the legal mechanisms through

which they want the Government to grant these authorities.

Consequently, REFORMA has identified three possible ways to move the project forward, including forming a public-private working group for further discussion and action, proposing and drafting amendments to existing sectoral laws, or drafting a framework law. A fourth alternative is to provide no further assistance. REFORMA is currently discussing these options with the Ministry.



Ministry of Economy hosts round-table on self-regulation with business associations.

ECOPARTNER IDENTIFIES REQUIRED CHANGES TO LAWS ON ECOLOGICAL AND TECHNICAL SAFETY INSPECTIONS

For the past several months, REFORMA has been supporting the Ministry of Economy by conducting a review of the normative legal acts (NLAs) that govern the authorities, functions, and conduct of ecological and technical safety inspections.

As part of the Government's overall program to optimize the legal framework for regulating business activities, subcontractor EcoPartner reviewed more than 100 NLAs to identify where duplications, gaps, and inconsistencies exist throughout the body of law governing these inspections. The company then drafted a set of amendments to four core pieces of legislation and other regulations to implement recommend changes. EcoPartner also reviewed the legal bases for the regulations of the State Inspectorate for Ecological and Technical Safety, the risk criteria used in setting inspections schedules and

the checklists used in conducting inspections.

EcoPartner will present a summary of its findings to the business community in February. Based on this feedback, REFORMA will design a follow-on project to help the Ministry support passage of proposed amendments, draft implementing regulations, and draft regulations to amend checklists employed in the inspections process to reflect the law. To address the absence of a pre-

scribed methodology for conducting environmental and technical safety inspections, REFORMA will support the development of this methodology and that for taking samples for compliance testing. REFORMA will also sponsor a series of training courses for inspectors on the introduction of changes to the legal and regulatory regime and provide training to businesses to ensure they are aware of their rights throughout the inspections process.



EcoPartner team discusses amendments to legislation and regulations governing ecological and technical safety inspections.

VAT ADMINISTRATION TO BE IMPROVED UNDER REFORMA PROGRAM

Since September, MF Consulting has been conducting a study of VAT administrative processes to improve the efficiency of the State Tax Service (STS) while reducing administrative burdens for VAT payers.

In conjunction with REFORMA's assistance to improve indirect tax policy, the project seeks to strengthen the VAT registration and collection system as a way to compensate for revenue shortfalls from the possible elimination of the duplicative sales tax. While the project's goal is to simplify VAT crediting and refunding, it also seeks to support the STS's efforts to curtail widespread fraud in voluntary VAT registrations.

Based on a series of focus groups and surveys of both VAT payers and STS officials, MF Consulting found numerous shortcomings in VAT administration. The firm identified many procedures that irrationally increase administrative burdens for taxpayers, require the submission of duplicate information, or fail to achieve the results that the STS originally intended. The firm found that absence of an operations manual for VAT administration is a primary cause for the significant deviation of administrative procedures among tax officials in different regions. Other

shortcomings were seen as the result of unresolved problems in the interagency exchange of information. Overall, there is a low level of taxpayer awareness of their rights under the Tax Code.

MF Consulting will now draft amendments to the Tax Code and other regulations that will simplify invoicing procedures and improve the VAT refund system. Proposed changes also strengthen voluntary VAT registration procedures and recommend adopting a system of post-registration surveillance that has proven effective in combatting fraud in other countries. The firm will also draft a comprehensive VAT administration operations

manual for tax inspectors and provide training on all administrative procedures. The project will pave the way for eliminating the required high-security invoices, which have proven not to deter fraud but are excessively burdensome to VAT payers.

The REFORMA team is working with tax authorities to determine how to put these changes into effect within 2014. REFORMA is sponsoring a study tour for STS and Ministry of Economy officials to Kazakhstan and Belarus to learn about VAT administrative requirements under the Customs Union. The group will also observe an automated VAT invoicing system, which the Kazakh tax service will soon introduce.



Discussion of issues of VAT administration with the representatives of STS regional offices.



TAX EDUCATION CAMPAIGN SETS BASELINES TO MEASURE PUBLIC AWARENESS

In November, REFORMA implementing partners TATConsulting and Promotank completed a nationwide survey to assess current taxpayer awareness of universal tax declaration requirements that will take effect in 2016 and the new Law on Tax Amnesty passed in July. The survey also measured awareness of existing tax declaration requirements (the uniform declaration), which is already mandated for several categories of taxpayers, including civil servants, property-holders and individual entrepreneurs.

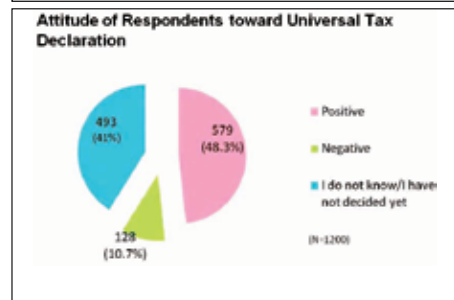
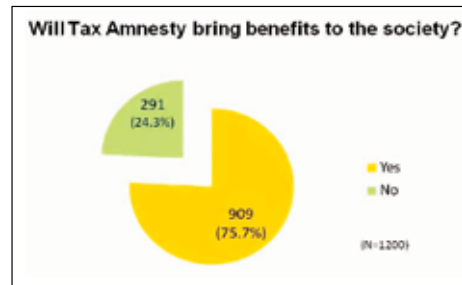
The results of the field survey and the focus groups showed that the overall level of awareness of existing uniform tax declaration requirements, universal declaration, and tax amnesty is low at 36.9%, 13.3%, and 13.1% respectively. Overall, respondents have a

positive attitude toward the future universal declaration requirements (48.3%) and tax amnesty (75.8%), because they consider these processes as transparent and legal. The survey also obtained baseline data such as: the number of people who currently file uniform tax declarations (19.2%); the number of people aware of the benefits of uniform tax declaration (3.8%); and the number of people aware of tax amnesty benefits (1.2%).

The survey findings will help to improve the communication messages to be employed in REFORMA's public awareness campaign, currently implemented by the Chamber of Tax Consultants with the State Tax Service (STS).

Although the REFORMA team previously presented the final report with findings and recommendations to key tax officials, we will present survey findings at the extended meeting of tax officials from the central and regional tax offices in February. Prior to the end of the USAID REFORMA Project in September, we will conduct a similar survey to

determine the increase in taxpayer awareness and knowledge of the declaration requirements as a result of our education campaign.



MINISTRIES REVEAL PRELIMINARY RESULTS OF THE TAX AMNESTY CAMPAIGN

More than 7000 citizens officially registered their income and property under the Tax Amnesty Law as of the end of 2013, according to preliminary results released by the Ministries of Justice and Economy in early January. Most of these results can be attributed to the tax amnesty public awareness campaign, conducted by the Chamber of Tax Consultants (CTC) on behalf of government tax authorities and sponsored by REFORMA.

From October through December, the public awareness campaign broadcast four animated video commercials on 15 national and

regional television stations in both Kyrgyz and Russian. In all, the four animated videos aired more than 1,000 times during the period. At the same time, the campaign broadcast two radio announcements nationwide. The CTC also distributed promotional posters and leaflets and conducted 12 seminars for more than 200 government counterparts, businesspersons and tax consultants during the fourth quarter of 2013.

The Tax Amnesty Law allowed citizens to legalize their income and property on which they have not paid past taxes, customs, social payments or other mandatory payments. The law provides amnesty for past tax obligations, but does not exempt citizens from future taxes on registered property or future income. To obtain amnesty benefits, individuals must have filed notarized declaration

forms with the State before December 31, 2013. If the total declared value of property and income exceeded 45 million som, the individual was required to make a one-time payment of 450 thousand som. The Ministry of Justice is still tabulating the total income to the State resulting from individuals who crossed this threshold.

The Ministry of Justice also reported that of the 7,106 citizens who submitted amnesty declarations, more than 75% (5,353) were registered in Bishkek, another 15% (1,060) in Chui region, 5% (323) in Osh City and Osh region, and 4% in the remaining oblasts.

Due to the success of the campaign, the Jogorky Kenesh is considering extending the tax amnesty filing period until April 1, 2014. If so, final results of the tax amnesty campaign will be available in May.

REFORMA IMPROVES BUSINESS PROCESSES AT TOURISM DEPARTMENT

In December, implementing partners CAIC presented findings of REFORMA's HICD assessment of the Tourism Department at a Parliamentary field meeting in Issyk-Kul sponsored by the USAID/DFID Parliamentary Strengthening Program. The REFORMA team outlined initial steps to promote capacity development of the Department to participating Parliamentarians, Government officials, local governments and communities, and tourism associations and businesses.

The meeting coincided with the launch of the implementation phase of the HICD program, which includes the optimization



REFORMA received a certificate of appreciation from the Ministry of Culture, Information and Tourism for HICD assistance to the Tourism Department.



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of core processes, preparation of the 2013 Annual Report, and development of a detailed Action Plan linked to the 2014-2017 Tourism Development Program, currently under consideration by the Government. An initial activity was the conduct of a three-day training course for Tourism Department staff, other staff of the Ministry of Culture, Information and Tourism, members of the Prime Minister's Office and Parliamentary Committee staff, on January 17-19. The course included a session on public administration in tourism as well as training in process management employing ISO 9001 standards. Participants provided positive feedback, stressing the importance of practical exercises that helped them build knowledge and skills useful in performing daily tasks.

Despite capacity shortcomings, the Tourism Department continues to be an open and committed partner of REFORMA that is striving to play a stronger



Participants of the training on Public Administration in Tourism and Process-Based Management under ISO standards.

leadership role in sector development. This project phase will take place over the next two months after which REFORMA may launch other capacity-develop-

ment recommendations resulting from the HICD assessment, including efforts to strengthen the quality of tourism statistical data.

MINISTRY OF ECONOMY CONTINUES TO IMPROVE ITS HUMAN AND INSTITUTIONAL CAPACITY

As part of a recently launched Communications Strategy and Action Plan, the Ministry of Economy released the first issue of its official News Bulletin in December. The quarterly bulletin, written in both Russian and Kyrgyz, will be distributed electronically, with a limited number of printed copies disseminated throughout the Kyrgyz Republic. Under this

communications campaign, the Ministry intends to regularly brief businesses and the public on economic policy reforms, plans and achievements. REFORMA provided initial support for developing the Communications Strategy under our HICD program with the Ministry and assisted in developing the bulletin.

REFORMA will provide further assistance in strengthening the Ministry's capacity in strategic planning and human resource development. In January, REFORMA released a tender for local organizations to develop training programs and deliver a series of training courses to strategic planning staff of the Ministry. Topics will include: strategic planning methodologies

and approaches; program-based budgeting principles; monitoring and evaluation systems for measuring implementation of strategic plans; and methodologies for undertaking functional analyses.

The selected implementing partner will also support the newly created Internal Development Unit to implement systems for ongoing internal strategic planning, developing and monitoring the Ministry's performance, and improving human resource management. The firm will work with the State Secretary to create a Human Resource Development Strategy and Action Plan and provide assistance in initial implementation.



MoE Information Bulletin will be one of the sources of information for the public and the business community on the Ministry's current activities and future plans.



A snapshot of the cover page of the MoE News Bulletin.



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REFORMA'S TECHNICAL ASSISTANCE PROJECTS UNDERTAKEN WITH IMPLEMENTING PARTNERS

No.	Project Name	Implementing Partner Tender Winner
1	Review and Recommendations for Optimizing and Streamlining Business Licenses and Permits	Foresight Foundation
2	Development of a Draft Law "On the Licensing and Permitting System of the Kyrgyz Republic"	Foresight Foundation
3	Development of an Action Plan for REFORMA's Assistance to Improve the Investment Climate for Mining	International Business Council
4	Human and Institutional Capacity Development (HICD) Diagnostic Assessment of the Ministry of Economy	Promotion and Development Center
5	Streamlining Functional Regulations and Implementation of a Strategic Planning Process in the Ministry of Economy	Promotion and Development Center
6	Creation of a Medium- and Long-Term Development Strategy for the Mineral Resources Sector	Consortium led by the Kyrgyz Mining Association, Kalikova & Associates and the Ken-Too Scientific and Research Center
7	Creation and Implementation of a Communications Strategy and Action Plan for the Ministry of Economy	Door Media
8	Human and Institutional Capacity Development (HICD) Diagnostic Assessment of the State Agency of Geology and Mineral Resources	Central Asia International (CAI) Consulting
9	Public Education and Training for the Introduction of the Universal Tax Declaration Regime	Chamber of Tax Consultants
10	Review of the Legal and Regulatory Framework and its Implementation in Conducting Ecological and Technical Safety Inspections	Eco-Partner
11	Design and Development of the Website for the State Agency of Geology and Mineral Resources	Yaros
12	Creation of a Geological and Licensing Data Base Management System for the State Agency of Geology and Mineral Resources	TimelySoft
13	Human and Institutional Capacity Development (HICD) Diagnostic Assessment of the Tourism Department at the Ministry of Culture, Information and Tourism	Central Asia International (CAI) Consulting / Signum.kg
14	Tax Declaration Awareness Baseline Survey	TAT Consulting / Promotank
15	Tax Declaration Video Production	Pyat Paltsev
16	VAT Business Survey and Administrative Process Study	MF Consulting
17	Design and Development of the Tax Declaration Web Page and Tax Declaration E-forms for the State Tax Service	iCap
18	Drafting Regulations for the Law "On the Licensing and Permitting System of the Kyrgyz Republic"	Union of Entrepreneurs
19	Optimization of Processes and Training for the Tourism Department at the Ministry of Culture, Information and Tourism	Signum.kg
20	Human and Institutional Capacity Development (HICD) Diagnostic Assessment of the Chamber of Commerce and Industry of the Kyrgyz Republic	Smart Business Solutions

REFORMA'S OUTSTANDING AND UPCOMING TENDERS

No.	Project Name	Date
1	Data entry for the geological data management system, currently being developed at the State Agency of Geology and Mineral Resources	RFP to be issued in Feb 2014
2	Training for tax inspectors on the new Tax Declaration Forms	RFP to be issued in March 2014
3	Training for the staff of key government counterpart institutions on improving analytical skills, time management and organizational skills	RFP to be issued in Feb 2014
4	Review and Optimization of Reporting Processes at the State Agency for Geology and Mineral Resources	Tender closed on Jan. 27; winner to be determined by mid February
5	Institutionalization of the Strategic Planning Process at the Ministry of Economy	Tender closed on Jan. 28; winner to be determined by mid February

REFORMA'S COMMODITY PROCUREMENTS AWARDED TO LOCAL PARTNERS

No.	Procurement Name	Implementing Partner Procurement Winner
1	Procurement of computer hardware and software for the Ministry of Economy and the State Agency for Geology and Mineral Resources	Logic Company
2	Printing of posters on tax amnesty procedures as part of the Tax Amnesty Awareness Campaign	PRINTHOUSE LTD
3	Printing of bumper (Car) stickers with tax amnesty messages as part of the Tax Amnesty Awareness Campaign	"Rublevka.kg" Ltd – "Giraff" Polygraphy
4	Procurement of software for the Ministry of Economy, the State Agency for Geology and Mineral Resources and the Tourism Department	NineSeven Ltd
5	Procurement of computer hardware for the Ministry of Economy, the State Agency for Geology and Mineral Resources and the Tourism Department and server equipment for the State Agency for Geology and Mineral Resources	NineSeven Ltd
6	Procurement of communication equipment for the Ministry of Economy	Logic Company

REFORMA TENDER PROCEDURES FOR THE PURCHASE OF PROFESSIONAL SERVICES

The USAID REFORMA Project implements nearly all of our technical assistance services by employing local consulting firms, NGOs and business associations. When we determine that we want to pursue a particular activity, we develop a scope of work for the technical assignment, which can include: conducting research, drafting of laws or normative legal acts, undertaking capacity assessments or other diagnostics, conducting training or public education campaigns, and other activities.

We then advertise the opportunity in local newspapers as well as distribute bid information to partner organizations. Subsequently, we send the tender documents to organizations that express interest in participating in the competition. Upon receiving proposals prior to the deadline, we establish a five-member Evaluation Committee, comprised of Government counterparts and REFORMA and Deloitte staff. Each member of the Committee awards points to each proposal, based on the evaluation criteria and their weighting identified in the tender documents. We then award the work to the offeror with the highest number of points.

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