



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

FEED THE FUTURE TAJIKISTAN LAND MARKET DEVELOPMENT ACTIVITY

**First and Second Quarterly Performance Report
November 2016 – March 2017**



April 28, 2017



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FEED THE FUTURE TAJIKISTAN LAND MARKET DEVELOPMENT ACTIVITY

FIRST AND SECOND QUARTERLY PERFORMANCE REPORT
NOVEMBER 2016 – MARCH 2017

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ACRONYMS

AMEP	Activity Monitoring and Evaluation Plan
DO	Development Objective
GOTJ	Government of Tajikistan
IR	Intermediate result
KRA	Key results area
LAC	Legal Aid Center
LRF	Land Reserve Fund
M&E	Monitoring and evaluation
MOU	Memorandum of understanding
NGO	Nongovernmental organization
RT	Republic of Tajikistan
SLC	State Land Committee
SUERIP	State Unitary Enterprise for Registration of Immovable Property
SSERIP	State Subsidiary Enterprise for Registration of Immovable Property
SUEV	State Unitary Enterprise on Valuation
TOT	Training of trainers
USAID	US Agency for International Development
USG	United States Government
VWG	Valuation Working Group
IMWG	Inter-Ministerial Working Group on Land Policy
ZOI	Zone of Influence
LMDA	Feed the Future Tajikistan Land Market Development Activity
USAID COR	Contracting Officer's Representative

EXECUTIVE SUMMARY

The Feed the Future Tajikistan Land Market Development Activity began on November 1, 2016, and is a three-year, nine-month project with an estimated completion date of August 1, 2020. The purpose of the Feed the Future Tajikistan Land Market Development Activity is to promote market based principles for land tenure and to establish a functional agricultural land market that allows for the transferability of land use rights (such as buying, selling, or leasing land use rights), and that ensures a simple and transparent land registration process, while promoting gender equality in rights and processes. The project focuses on land policy and legal development, private sector development, simplification of land registration procedures, and expansion of knowledge surrounding land use rights to rural governmental administrations and citizens, especially female landholders.

The project's first two quarters focused on administrative and technical start-up, including recruiting staff, identifying and securing office space, developing the activity's initial work plan, writing the AMEP, creating the grants manual, and planning initial technical activities. During the reporting period, the project quickly mobilized technical staff, including the chief of party and component leaders. By the end of March 2017, 27 staff members were on-boarded, including 24 local specialists and three Third Country Nationals (TCNs). Currently, three positions are open or under recruitment, including a Gender Specialist, Training Coordinator, and Financial Product Specialist. In December 2016, staff developed critical documents for project implementation, including the Year 1 Work Plan and Activity Monitoring and Evaluation Plan, approved on December 23, 2016; and the Grants Manual, approved on January 27, 2017. In January 2017, the project team finalized the selection of the main office in Dushanbe and the regional office in Qurghonteppa, and they equipped both offices with furniture and office equipment.

The project rapidly initiated technical activities, facilitated by project staff's familiarity with the work of the USAID Land Reform and Farm Restructuring Project (LRFRP) and their current network of contacts with project stakeholders. This allowed staff to conduct critical meetings with project partners beginning in month two, including key stakeholders from the government, NGOs, parliamentary deputies, and business community representatives. As a result, the project signed Cooperation Agreements with 12 State Subsidiary Enterprises "Registration of Immovable Property" (SSERIP) in the Khatlon region, which define responsibilities for SSERIP and the project in establishing 10 registration offices based on the "single window" principle, including trainings on registration simplification procedures for SSERIP staff. In the reporting period, the project also conducted four roundtables and workshops with *tashabbuskors* and legal aid providers to analyze the current situation on provision of legal and informational services on land issues. Based on these analyses, LMDA developed the new Strategy for Legal Aid and Informational Support to Farmers, which stipulates that the *tashabbuskors* network will provide informational consultation to farmers; legal aid will be provided by active organizations called "legal consultation"; and training will be conducted by NGOs. All of these activities will be implemented through grant support.

By end of March 2017, LMDA had issued three grants to support SSERIP offices implementing single-window principles for land registration in Jomi, N. Khisrav and Shahritus districts. The project coordinated three trips by international short-term technical experts in land appraisal and registration. Results of the trips are described comprehensively in the body of this report.

On February 7, 2017, the project conducted the official launch ceremony for the Feed the Future Tajikistan Land Market Development Activity. A total of 72 representatives from the GOTJ and US Embassy participated, including Ms. Elisabeth Millard, U.S. Ambassador to the Republic of Tajikistan; Mr. Rajabboy Akhmadzoda, the Chairman of the State Land Committee; Mr. Rahmon Umariyon, the Director of the SUEIP; Mr. Akram Kakhorov, Deputy Director of the SUEIP; Mr. Rustam Latifzoda, Parliament Deputy; NGO representatives; farmers, and the media.

SECTION I

ACCOMPLISHMENTS

Administrative accomplishments

- The project fielded its initial start-up team within one month of contract receipt to begin the project's administrative start-up and to prepare fielding long-term expats.
- The project fielded long-term key personnel weeks after contract receipt.
- The project on boarded long-term local staff on a rolling basis upon award based on the activity's technical and administrative needs.
- USAID and the project held a post-award debrief meeting in early December.
- On December 6 and 7, the project conducted a workshop with key staff to plan the Year 1 Work Plan and AMEP.
- USAID COR of the project approved the Year 1 Work Plan and AMEP on December 23.
- Staff identified and secured the main project office in Dushanbe on January 24 and the regional office in Qurghonteppa on January 26 and equipped both with furniture and office equipment.
- Mobilization of project staff was completed within the reporting period; by the end of March 2017, 27 technical staff had assumed their duties.

Task 1. Improve land policy, legal, and regulatory framework governing market transactions.

- The project submitted an informational letter to the Head of the Executive Office of the President of the Republic of Tajikistan and office of Deputy Prime Minister on the necessity of creating the Inter-Ministerial Working Group.
- On December 19, 2016, the project conducted an official meeting with the Minister of Agriculture, Mr. Sattori Izatullo, and USAID Country Director, Ms. Katherine Crawford; USAID's Economic Growth Team Lead, Laura Cizmo; COR Daler Asrorov; and Chief of Party Chynara Arapova to discuss LMDA's objectives. As a result, the Deputy Minister of Agriculture, Jamila Saidova, was designated as the ministry focal point to work closely with the project on tasks such as legislative drafting and activities to increase farmers' knowledge on land reform.
- The project analyzed the status of the laws and regulations that the Activity will focus on during its first year of implementation, including two regulations on the right of alienation and land use rights market and two drafts of the laws on registration and land mortgage.
- The project submitted amendments to the Law on State Registration on simplification procedures of registration of immovable property, including land, to the GOTJ for approval.

Task 2. Introduce market-based principles for agriculture land use transactions.

- On January 13, 2017, Land Administration and Market Specialist, Ms. Gulzat Namatbekova, met with the Head of SUEIP in Khatlon, Zoirov Rustam, and the Chairman of the SLC of Khatlon, Odinoev Abdulkhafiz, to discuss the strategy of introducing land market principles into LRF land management. As a result of the meeting, Mr. Zoirov agreed to provide full support to a feasibility assessment for conducting land management pilots throughout the 12 ZOI districts.

- Between February and April 2017, Appraisal Expert Nina Ignatenko completed two trips to Dushanbe to conduct an analysis on current appraisal practices in Tajikistan, meet with relevant stakeholders, and discuss proposed amendments to the Law on Appraisal.
- On March 2, 2017, Land Administration and Market Specialist, Ms. Gulzat Namatbekova; Appraisal Expert, Ms. Nina Ignatenko; and Short-Term Land Appraisal Specialist, Ms. Firuza Khonikbekova met with representatives from the IFC, Ms. Savsan Kahorova and Ms. Zarina Odinaeva. As a result of the meeting, the IFC and the project agreed to joint efforts on laying the foundation for the sustainable participation of independent private appraisers.
- On March 7 and March 14, 2017, the project met with independent appraisers to discuss ongoing appraisal activities on immovable property in Tajikistan and the main obstacles that appraisers face in the country. The appraisers expressed interest in participating in the Council on Appraising and in creating an Association of Independent Appraisers.
- On March 30, 2017, project Chief of Party, Ms. Chynara Arapova; Land Administration and Market Specialist, Ms. Gulzat Namatbekova and Appraisal Expert, Ms. Nina Ignatenko met with the Chairman of the State Committee on Investment and State Property Management of the RT (SCI), Mr. Fayziddin Qahorzoda. During the meeting, the parties agreed to coordinate their efforts on appraisal activities in Tajikistan, such as legislative drafting, trainings, and developing new national appraisal standards.

Task 3. Simplify land registration procedures.

- In order to establish a positive working relationship with SUEIRP, Chief of Party, Ms. Chynara Arapova; SUEIRP Capacity Advisor, Mr. Taalay Atyrov; and Registration Specialist, Mr. Obid Islomov met with the Director of SUEIRP, Mr. Rakhmon Umarien and his deputies, Mr. Akram Kakhorov and Mr. Safol Sharifov on January 17, 2017. They discussed joint activities on simplifying the registration process. Both sides agreed to establish 10 regional registration offices based on the “single window” principle in remaining target districts.
- On January 19, 2017, SUEIRP Capacity Advisor, Mr. Taalay Atyrov and Registration Specialist, Mr. Obid Islomov met with 12 regional SUEIRP directors and drafted a schedule outlining the opening of 10 registration offices implementing single-window principles for land registration
- On February 10, 2017, the project and SUEIRP signed a cooperation agreement that included an approved schedule and agreed-upon actions from both sides to establish 10 regional registration offices based on the “single window” principle and two training centers in Dushanbe and Qurghonteppa.
- During February and March 2017, project specialists conducted meetings with directors of the SUEIRP offices of the A. Jomi, N. Khisrav, Shahritus, Khuroson, Qurghonteppa, and Vakhsh districts, and signed cooperation agreements to establish offices for registration.
- Between March 27 and April 5, 2017 Registration Expert Narynbek Isabekov visited Dushanbe to conduct an analysis on the functional roles and responsibilities of SUEIRP and SLC, and to identify areas of duplication between land management and land registration.
- On March 30, 2017, Chief of Party, Ms. Chynara Arapova; SUEIRP Capacity Advisor, Mr. Taalay Atyrov; Registration Specialist, Mr. Obid Islomov; Registration Expert, Mr. Narynbek Isabekov; Land Administration and Market Specialist, Ms. Gulzat Namatbekova; Land Management Specialist, Ms. Munavara Ismailova; Policy and Legal Drafting Specialist, Mr. Shukhrat Shorakhmonov; and Senior Legal Advisor, Mr. Shavkat Ismoilov met with the Chairman of the SLC, Mr. Rajabboy Akhmadzoda. As a result of the meeting, SLC agreed to cooperate closely on the next steps of land reform and the development of a land use rights market. First Deputy Chairman of SLC, Mr. Azizmamad Karimzoda, was appointed the focal point for cooperation with the project.

- In March 2017, the project signed three in-kind Grant Agreements with SSERIP offices in the A. Jomi, N. Khisrav, and Shahritus districts to establish three offices implementing single-window principles for land registration. Through these grants LMDA will equip offices and SSERIP will renovate the premises.

Task 4. Increase knowledge and protection of agricultural land markets.

- On January 26 and February 22, 2017, the project conducted a meeting with *tashabbuskors* from the project's 12 target districts and discussed the *tashabbuskors*' ideas and recommendations on the stable provision of land information to beneficiaries.
- On February 24, 2017, the project conducted a roundtable with 26 representatives and attorneys from various NGOs and commercial law firms to discuss their vision and approaches for the provision of sustainable legal services. During the roundtable, project specialists analyzed three proposed models for sustainable legal service provision.
- On March 10, 2017, the project developed the new Strategy for Legal Aid and Informational Support to Farmers, which received concurrence from Daler Asrorov, the Contracting Officer's Representative (COR).
- On March 17, 2017, the Department of Justice of Khatlon region officially registered the new public organization "Network of *tashabbuskors*."

TECHNICAL ACTIVITIES

The Feed the Future Tajikistan Land Market Development Activity includes the following tasks: a) improving land policy, legal, and regulatory framework governing market transactions; b) introducing

market-based principles for agriculture land use transactions; c) simplifying land registration procedures; and d) increasing the knowledge and protection of farmers.



The Feed the Future Tajikistan Land Market Development Activity launch event, February 7, 2017, Dushanbe

During the reporting period, the project team focused on administrative start-up and the development of key project deliverables, including the Year 1 Work Plan, the AMEP, and the Grants Manual.

The project held its official launch event in Dushanbe with the participation of 72 representatives from the GOTJ and US Embassy, including the US Ambassador to Tajikistan Ms. Elizabeth Millard and representatives from USAID, universities, farmers and the media.

During the project launch ceremony, Ms. Millard welcomed all participants and presented the new LMDA project in Tajikistan. Following this, Mr. Rajabboy Akhmadzoda, the Chairman of the SLC, noted USAID's continued support for land reform efforts in Tajikistan, and expressed willingness for future cooperation between the SLC and the project. Chief of Party, Ms. Chynara Arapova, presented the project objectives and main areas of work to invitees.

The project promotes the creation of a land use rights market where farmers are able to buy and sell land use rights and lease agricultural land to those interested in acquiring access to new land. LMDA also promotes a simple and transparent registration process of land use rights with equal access and rights for men and women.

Below we provide a brief overview of project accomplishments from November 2016 through March 2017.



Mr. Rajabboy Akhmadzoda, the Chairman of the SLC during his speech at the Feed the Future Tajikistan Land Market Development Activity launch event, February 7, 2017, Dushanbe

MEETINGS WITH KEY STAKEHOLDERS

On December 19, 2016, the project conducted its first official meeting with USAID and the Ministry of Agriculture of the Republic of Tajikistan. The Minister of Agriculture, Mr. Sattori Izatullo, met with USAID Country Director, Ms. Katherine Crawford; USAID's Economic Growth Team Lead, Ms. Laura Cizmo; COR, Mr. Daler Asrorov; and Chief of Party, Ms. Chynara Arapova to discuss the land reform and land market development issues and present the new project. As a result, the Deputy Minister of Agriculture, Ms. Jamila Saidova, was designated as a focal point from the Ministry to work closely with the project on tasks such as legislative drafting and increasing farmers' knowledge on land reform.

On March 30, 2017, Chief of Party, Ms. Chynara Arapova; SUIP Capacity Advisor, Mr. Taalay Atyrov; Registration Specialist, Mr. Obid Islomov; Registration Expert, Mr. Narynbek Isabekov; Land Administration and Market Specialist, Ms. Gulzat Namatbekova; Land Management Specialist, Ms. Munavara Ismailova; Policy and Legal Drafting Specialist, Mr. Shukhrat Shorakhmonov; and Senior Legal Advisor, Mr. Shavkat Ismoilov met with the Chairman of the State Committee for Land Management and Geodesy (SLC), Mr. Rajabboy Akhmadzoda, to discuss cooperation between the project and SLC. As a result, Mr. Azizmamad Karimzoda, the First Deputy Chairman of the SLC, was appointed to lead coordination efforts with the project. SLC also expressed their support for project activities on land legislative drafting, land appraisal, transparent management of LRF, land registration, and increasing public awareness.

On March 30, 2017, Chief of Party, Ms. Chynara Arapova; Land Administration and Market Specialist, Ms. Gulzat Namatbekova; and Appraisal Expert, Ms. Nina Ignatenko met with the Chairman of the State Committee for Investments and State Property Management (SCI), Mr. Fayziddin Kakhhorzoda. During the meeting, representatives of the project and SCI agreed on the following joint efforts:

- Developing and improving regulations of the Republic of Tajikistan on appraisal activities as follows:
 - Improving the Law of the Republic of Tajikistan on appraisal activities.
 - Developing and receiving approval for three National Standards:
 - 1) *Standards on Basic Concepts and Principles of Appraising*
 - 2) *Standards on Appraising Immovable Property*
 - 3) *Standards on Requirements for the Contents and Execution of Appraising Reports.*
- Creating a platform for dialogue between independent private appraisers and government institutions to be known as the Council on Appraising
- Increasing the capacity of appraisers through trainings, such as a methodology of developing the national appraisal standards; association's activities.

During the meeting, the parties agreed to coordinate their efforts and discussed a viable joint work plan. The State Committee for Investment furthermore expressed their support for the project's appraisal activities in Tajikistan.

TASK 1: IMPROVE LAND POLICY, LEGAL, AND REGULATORY FRAMEWORK GOVERNING MARKET TRANSACTIONS

Due to the significance and complexity of developing a land market in Tajikistan, in December 2016, and again in February 2017, the project submitted an informational letter to the Head of the Executive Office of the President of the Republic of Tajikistan and office of Deputy Prime Minister on the necessity of creating the Inter-Ministerial Working Group. The main goal of working group members is to develop draft regulations related to land tenure. As such, the project recommended that Mr. Vatanzoda Mahmadali Makhmadullo, the Advisor to the President of the Republic of Tajikistan, chair monthly meetings on legal issues.

During the reporting period, project lawyers Mr. Shavkat Ismoilov and Mr. Shukhrat Shorakhmonov analyzed the status of the laws and regulations on which the project will work during the first year of implementation. As of the end of March 2017, the status of the regulations is as follows:

- The Deputy Prime Minister sent the draft regulation of GOTJ “rules on acquiring land-use rights on land-use rights market” back to the Ministry of Justice for improvement and harmonization.
- The draft regulation of the GOTJ’s “on granting land-users paid and unpaid land-use right with the right of alienation” requires further extensive discussion with IMWG
- Key points were removed from the amendments to the law “On Mortgage,” including the application of market value for land plots and procedures for using land as collateral, which dramatically impact the law’s usefulness in relation to the land market. After new IMWG

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members are appointed, the project will attempt to return the aforementioned points back into the draft.

- The Deputy Prime Minister, Mr. Zokir Mamadtoir, returned the draft amendment to the Law of RT “On state registration of immovable property and rights to it” to the Ministry of Justice for further consideration in November 2016. During the reporting period, the project supported SLC in developing justification to the proposed amendments and harmonizing them with relevant ministries and agencies. Currently, the amendments to law are under review by the government and are expected to be approved by the end of May 2017.

TASK 2: INTRODUCE MARKET-BASED PRINCIPLES FOR AGRICULTURE LAND USE TRANSACTIONS

In order to introduce market-based principles for agricultural lands use transactions, the project will build the capacity of professional appraisers, help create an Independent Appraisers Association, and support financial institutions in developing products and services that accept land-use rights as mortgage collateral.

2.1 IMMOVABLE PROPERTY APPRAISERS ASSOCIATIONS ESTABLISHED

Activity 2.1.1 Conduct analysis on current appraisal activities in Tajikistan

During the reporting period, the project analyzed the current activities of appraisers in Tajikistan and also the current legislation that regulates appraisal activities. Short-Term Appraisal Expert Ms. Nina Ignatenko conducted the analysis over the period of February 19 to March 8, 2017. The analysis identified appraisers currently working in Tajikistan who appraise real estate and other immovable property. Ms. Ignatenko also developed a list of appraisers currently working in Tajikistan, including eight independent appraisal companies – LLC “BDO Consulting,” LLC “Kreston AS,” LLC “Grant Thornton,” LLC “Aiten Group,” LLC “Beyker Tilli Tajikistan,” LLC “Femida,” the Center for Protection and Cooperation, and LLC “Expert and Immovable Property Appraisal”

The main law regulating appraisal activities in Tajikistan is the Law on Appraisal Activities dated July 28, 2006. The law defines appraisal activity as “entrepreneurial activity carried out by an individual to determine the market value of a particular object on a certain date.” Appraisers include individuals or legal entities, both of which need a permit to perform appraisal activities. The Tajik authorizing body supervising and developing appraisal legislation is the State Committee on Investments and State Property Management of the Republic of Tajikistan. Despite the fact that the Law on Appraisal Activities of the RT was adopted in 2006, it should be noted that appraisal activities are still nascent and require support in developing a legislative framework and in developing appraisal-related institutions, such as the creation of a Council on Appraising under the aforementioned state committee.

Activity 2.1.2 Establish Council on Appraising

The appraisal activity analysis showed that there is a need for a Council on Appraising, through which government agencies and independent appraisers can cooperate to solve problems related to the development of appraisal activities.

The Council on Appraising will be established under the SCI as an interdepartmental coordinating and advisory body and a platform to improve state regulation of appraisal activities and to increase the capacity of appraisers.

On February 24, 2017, Ms. Ignatenko met with the Director of SUE for Appraisal, Mr. Akram Muminov, to discuss the establishment of the Council on Appraising. He expressed his full support for its creation.

On March 30, 2017, project representatives met with the Chairman of the SCI, Mr. Fayziddin Kakhhorzoda. He agreed to support the establishment of the council.

In addition, Ms. Ignatenko met with independent appraisers, who showed their interest in creating the council. The project plans to conduct a roundtable with relevant stakeholders and independent appraisers in April 2017 to discuss the establishment of the council on appraising.

Activity 2.1.3 Development of Association of Independent Appraisers

The project conducted meetings with independent appraisers to discuss ongoing appraisal activities in Tajikistan and the main obstacles that appraisers face in the country. On March 2, 2017, the project met with representatives from the International Finance Corporation (IFC) to discuss cooperation on development of appraisal activities in Tajikistan. IFC and the project agreed to develop a Cooperation Agreement in order to work together to establish the Association of Independent Appraisers, develop appraisal standards, increase the capacity of appraisers, and conduct trainings and seminars for appraisers. The Association of Independent Appraisers will be a non-profit organization with the aim of assisting members of the association in addressing common organizational, legal, and technical issues.

Representatives of the project and IFC agreed to also focus on the following:

- Develop and promote amendments to the law on appraisal activity
- Develop three National Appraisal Standards
- Create the Association of Independent Appraisers

From March 7 through 14, 2017, the project met with the Director of LLC “Grant Thornton International,” Mr. Manvel Harutyunyan, and the Head of LLC “Kreston AS,” Mr. Bakhtovar Sherov. The project and the appraisers agreed to consolidate their efforts to lay the foundation for sustainable independent appraisers’ activities in Tajikistan, and both companies expressed interest in participating in an upcoming roundtable on the creation of the Independent Appraisers Association in early April 2017.

2.3 CAPACITY OF GOTJ TO MANAGE GOVERNMENT-OWNED LANDS UNDER LRF IMPROVED

2.3.1 Analysis/review of current Land Reserve Fund management

During the reporting period, the project’s technical team conducted an analysis of current legislation that impacts the LRF. In accordance with the Land Code, local executive authorities provide and manage state-owned agricultural land. According to the project’s analysis, the management processes are neither transparent nor effective. For example, the use and management of state-owned agricultural land and revenue from land leases (meant to be included in the state budget) is not monitored at the local level. Current land legislation does not provide or prohibit the introduction of market principles of management. Based on this information, the project plans on drafting a regulation to pilot a program that implements market principles into state agricultural land management, including through developing a strategic plan and conducting open auctions and investment tenders for residents to lease LRF land.

On January 13, 2017, Land Administration and Market Specialist, Ms. Gulzat Namatbekova, met with the head of SUEIP in Khatlon, Mr. Rustam Zoirov, and the Chairman of the SLC of Khatlon, Mr. Abdulkhafiz Odinoev, to discuss the strategy of introducing land market principles into LRF land management. As a result of the meeting, Mr. Zoirov agreed to provide full support for feasibility assessments for conducting land management pilots throughout the 12 ZOI districts.

TASK 3: SIMPLIFYING LAND REGISTRATION PROCEDURES



Meeting with Directors of SSERIP offices of 12 districts of Khatlon region, January 19, 2017, Qurghonteppa.

On January 17, 2017, Chief of Party, Ms. Chynara Arapova; SUEIP Capacity Advisor, Mr. Taalay Atyrov; and Registration Specialist, Mr. Obid Islomov met with SUEIP Director, Mr. Rakhmon Umariyon; First Deputy Director, Mr. Akram Kakhorov; and Deputy Director, Mr. Safol Sharipov and agreed on further steps to open 10 registration offices based on the “single window” principle in the nine remaining districts of ZOI and Qurghonteppa. Also, the agreement included establishment of training centers in Qurghonteppa and Dushanbe; trainings for SSERIP staff; involvement of female registrars in SUEIP; and conducting a comprehensive analysis of the functional roles and responsibilities of SUEIP and SLC. Mr. Umariyon

expressed his willingness to support the project’s implementation of these activities. He appointed Mr. Kakhorov to act as a contact person from SUEIP.

3.1 INSTITUTIONAL CAPACITY OF SUEIP TO DELIVER STANDARDIZED, EFFICIENT LAND REGISTRATION PROCEDURES STRENGTHENED

Activity 3.1.1 Conduct an analysis, provide recommendations of functional roles and responsibilities between SUEIP and SLC and develop necessary changes in legislation

Between March 27 and April 5, 2017, the Feed the Future Tajikistan Land Market Development Activity short-term Registration Expert, Mr. Narynbek Isabekov, conducted a comprehensive analysis on the functional roles and responsibilities of SUEIP and SLC, and identified areas of duplication between land management and land registration institutions. The analysis also included recommendations on amendments to the existing regulations on functional roles and responsibilities of SUEIP and SLC and will be presented by Mr. Isabekov at a roundtable with representatives from SUEIP and SLC in May 2017.

3.2 LOCAL GOVERNMENT OFFICIALS’ CAPACITY TO PROVIDE ACCURATE INFORMATION AND EFFECTIVE SERVICES TO LAND REGISTRATION IMPROVED

Activity 3.2.2 Rollout of single-window principle in 10 SUEIP regional offices

On January 19, 2017, SUEIP Capacity Advisor, Mr. Taalay Atyrov and Registration Specialist, Mr. Obid Islomov met with the directors of 12 SSERIP offices in Khatlon region to present the goals of the project, including the establishment of regional registration offices based on the “single window” principle. They jointly drafted a schedule for opening registration offices and developing cooperation agreements. On February 10, the project and SUEIP signed a cooperation agreement.

In February and March 2017, project specialists conducted meetings with directors of the SSERIP offices in A. Jomi, N. Khisrav, Shahritus, Khuroson, Qurghonteppa, and Vakhsh districts. Following these meetings, the project and SSERIP offices signed cooperation agreements to establish offices for the registration of immovable property. It led to in-kind grant agreements in March 2017, signed with SSERIP offices in A. Jomi, N. Khisrav, and Shahritus districts. Through these agreements, the project will provide office equipment to SUEIP facilities in order to improve registration office functions based on “single-window” principles, which will simplify procedures and create convenient and efficient access to registration. The simplification of registration procedures will allow farmers to formalize their property in significantly less time and at a lower cost. Specific timelines and costs needed for registration will be presented by the end of the Year 1, once the assessment is conducted.

TASK 4: INCREASE KNOWLEDGE AND PROTECTION OF AGRICULTURAL LAND MARKETS

To support the effective implementation of land use rights market and to ensure that farmers engaged in that market are protected, sustainable approaches to ensuring the provision of legal aid and dissemination of information and advice is critical. To achieve increased knowledge and protections throughout the ZOI, the project will explore and implement new models of legal aid that work within the framework of new legislative requirements (such as ensuring that only attorneys who are part of the Council of Attorneys provide fee-based legal services), disseminate information to farmers, conduct trainings for beneficiaries and stakeholders, and ensure that beneficiaries are able to access legal support throughout project implementation. During the reporting period, LMDA developed the new Strategy for Legal Aid and Informational Support to Farmers, which stipulates that the *tashabbuskors* network will provide informational consultation to farmers; legal aid will be provided by active organizations called “legal consultation”; and training will be conducted by NGOs. All these activities will be implemented through grant support.



Round table with representatives from various NGOs, commercial law firms, and attorneys, February 24, 2017, Dushanbe.

In March 2017, the project drafted and submitted letters to *hukumats* (local government administrators of land plots) of the 12 districts of Khatlon region to introduce them to project activities in the ZOI, and agreed to further cooperate on public awareness and protection of farmers’ rights to land.

4.1. SUSTAINABILITY OF LEGAL SERVICE PROVIDERS

4.1.1 Support non-governmental service providers to provide sustainable legal awareness and legal aid services in each district within the ZOI

Taking into consideration that legal aid and protection of farmers should be sustainable, the project analyzed currently functioning commercial and non-commercial legal organizations. On February 24, 2017, the project conducted an initial roundtable with 26 representatives from various NGOs, commercial law firms, and private attorneys to discuss their vision and potential approaches for sustainable legal service provision. During the roundtable, three models for sustainable legal service provision were proposed by participants. These models included establishing a bar of attorneys, providing services through legal consultation, and working through an office of private attorneys. Participants analyzed all three models and decided to create Legal Aid Centers (LACs) on the basis of legal consultation as the most suitable model of legal aid provision.

On March 16, 2017, the project conducted a second roundtable with the leaders of legal consultancies in Qurghonteppa to determinate their organizational forms and location, as well as to discuss the provision of legal aid to farmers. Currently eight districts of Khatlon region (Bokhtar, Jomi, Qubodiyon, Jaihun, Balkhi, Shahritus, Vakhsh, and Yovon) have an operating legal consultancy, with remaining districts subject to future analysis to determine the possibility of opening additional legal consultancies. All 12 LACs throughout of the ZOI will be supported by the project through grants, which will allow them to provide legal consultations to beneficiaries, protect farmers’ rights through mediation, and if necessary protect their rights in courts.

Activity 4.1.2 Provide support to local activists (tashabbuskors) to provide information services for rural citizens

Tashabbuskors represent a primary information source for key beneficiaries, including farmers, local government officials, and other stakeholders. On January 26, 2017, the project conducted a roundtable with 26 active *tashabbuskors* from the 12 target districts. The project presented its objectives and invited the *tashabbuskors* to share their ideas and recommendations about the provision of land information to beneficiaries. The participating *tashabbuskors* proposed three models for organizing their informational activity:

- 1) Establish a network of *tashabbuskors*
- 2) Operate under LACs
- 3) Operate under Water Users Associations

During the roundtable, participants discussed the pros and cons of each proposed model, including the organizational structure and level of coordination necessary. After analyzing the models, the *tashabbuskors* concluded that the creation of a non-governmental public organization, “Network of *tashabbuskors*,” was the most effective model to pursue.

On February 24, 2017, the project facilitated a second meeting of active *tashabbuskors* to discuss the administrative process of creating the public organization and network. Mr. Rahmatullo Bobomurodov was appointed as the organization’s director, and on March 17, 2017, the organization was officially registered by the Department of Justice of Khatlon region.

From March 27 to 31, 2017, the project assisted Mr. Bobomurodov with conducting informational visits to *jamoats* in 12 districts of Khatlon region. The Feed the Future Tajikistan Land Market Development Activity will continue supporting *tashabbuskors* to operate in all 67 *jamoats* of the ZOI through grants to be issued in April 2017, as well as through trainings on institutional development and land market development issues.



Meeting with *tashabbuskors*, January 26, 2017, Qurghonteppa

4.3. PUBLIC AWARENESS THROUGH MASS MEDIA

During its first two quarters, the Feed the Future Tajikistan Land Market Development Activity organized meetings with potential mass media partners to present its objectives and plans for the first year. In the beginning of March 2017, the project announced tenders for two outreach activities, including a grant for publishing a monthly newsletter in the target districts and a subcontractor for radio/TV programming. Through these tenders, the project will select local partners to provide media outreach on issues relating to land reform in April 2017.

OTHER EVENTS

- On January 13, February 10, and April 7, 2017, the project participated in Feed the Future monthly meetings to share project updates and planned events.
- On February 24, 2017, project representatives participated in a USAID-led environmental compliance and climate change risk management procedures training. The project will use information and guidelines received during the training to screen future project activities for environmental compliance.
- On March 1, 2017, project representatives participated in a USAID communication partners meeting with Ms. Kathryn Viguerie, Regional Development Outreach and Communication Coordinator, USAID Central Asia. Lessons shared by Ms. Viguerie during the meeting will help optimize communication activities, a critical aspect of the project.

- On March 3, 2017, the project signed a cooperation agreement with the U.K. Department for International Development-funded project, “Support to Parliamentary Oversight of PFM and Budgetary Transparency in Tajikistan,” to facilitate information sharing and collaboration between the projects. As part of this collaboration, on March 29, project representatives participated in a training on the development and application of socio-economic policy documents during the process of parliamentary hearings. The information and guidelines received during the training will be used by the project during public and parliamentary hearings, and when presenting developed regulations.

HIGHLIGHTS IN MEDIA

On February 7, 2017, the Feed the Future Tajikistan Land Market Development Activity held an official launch event in Dushanbe. The event was broadcast on two local channels (TV Jahonnamo and SMT) in both Tajik and English, and articles were published online by the following news sources:

1. Ozodi (<http://www.ozodi.org/a/28297566.html>)
2. Avesta (<http://avesta.tj/2017/02/08/ssha-realizuyut-v-tadzhikistane-zemelnyj-proekt-stoimostyu-9-7-mln/>)
3. Asia Plus (<https://www.news.tj/ru/news/tajikistan/economic/20170208/pri-podderzhke-pravitelstva-ssha-v-tadzhikistane-budet-sozdan-rinok-zemli>)

In addition, the USAID Central Asia Facebook page highlighted the launch ceremony (<https://web.facebook.com/USAIDCentralAsia/photos/a.122723524454746.17607.119033224823776/1335297999863953/?type=3&theater>).

On February 15, 2017, the Regional Newspaper of Khatlon, “Payk,” published an article critiquing the launch of the Feed the Future Tajikistan Land Market Development Activity, with the misunderstanding that the project facilitates U.S. land sales in Tajikistan. The project contacted the journalist and clarified the terms of buying, selling, and mortgaging land use rights according to the project’s objectives, and resolved the misconception.



The Feed the Future Tajikistan Land Market Development Activity launch event, February 7, 2017, Dushanbe

SECTION II

CHALLENGES ENCOUNTERED AND ACTIONS TO OVERCOME

A. CHALLENGES ENCOUNTERED

In December 2016, under its first task, the Feed the Future Tajikistan Land Market Development Activity drafted and submitted a letter to the Executive Office of the President of the Republic of Tajikistan to strengthen the IMWG. Action in response to the letter has been delayed due to a need to resubmit the letter in February 2017 through the Ministry of Foreign Affairs to the Executive Office of the President of the Republic of Tajikistan through the Ministry of Foreign Affairs, and a request for additional information on IMWG activities from Deputy Prime Minister, Mr. Mahmadoir Zokirzoda in March 2017. The Project submitted the requested information on March 20 and is currently awaiting approval from the Head of the Executive Office of the President of the Republic of Tajikistan. We anticipate a response to this request by May 2017.

B. ACTIONS TAKEN TO OVERCOME CHALLENGES IN THE NEXT REPORTING PERIOD

The project used all available resources to overcome the challenge of receiving approval from the Head of the Executive Office of the President of the Republic of Tajikistan to strengthen the IMWG. These efforts include meetings with key stakeholders from the Parliament and GOTJ, and collaboration with the Embassy of the United States, which in April submitted a diplomatic note to the GOTJ requesting a meeting with Deputy Prime Minister, Mr. Zokirzoda, to discuss further cooperation between the GOTJ and the project. The meeting is currently scheduled for early May 2017.

SECTION III

PRIORITIES FOR NEXT REPORTING PERIOD

KEY TECHNICAL ACTIVITIES

In the next quarter, the project will focus on continuing the momentum established during startup. Specific activities will include, but not be limited to, conducting analyses and assisting with the harmonization of regulations and laws relating to land policy, continuing to support the establishment and capacity-building of land appraising entities, expanding current support to SLC and SUERIP to implement single-window principles, and identifying opportunities to engage local partners to increase access for rural populations to legal services and information relating to land policy. Below is the detailed descriptions of planned activities by tasks.

TASK 1: IMPROVE LAND POLICY, LEGAL, AND REGULATORY FRAMEWORK GOVERNING MARKET TRANSACTIONS

- Following on the submission of its request, the project hopes to receive approval from the Executive Office of the President of the Republic of Tajikistan to strengthen the IMWG.
- The first meeting of the IMWG is planned for May. During this meeting, the group will develop their 2017 Work Plan, and project specialists will give a presentation on the current status of market regulations.
- Once official engagement with the IMWG begins, the project will complete its analysis on the regulation on Rules on Transacting with Land Use Rights in the Land Use Rights Market, and in collaboration with the IMWG revise, finalize, and re-submit to the GOTJ for approval.
- The project will help monitor and promote harmonization of draft regulations between relevant ministries and agencies, which will then be submitted to the Government and Parliament of the Republic of Tajikistan.
- The project will harmonize the Law on State Registration with the Ministry of Justice, and present the law to Parliament for approval through the newly appointed IMWG.

TASK 2: INTRODUCE MARKET-BASED PRINCIPLES FOR AGRICULTURE LAND USE TRANSACTIONS

- The project will conduct a roundtable for appraisers on April 11. During the roundtable, appraisers will present their analyses and recommendations on current appraisal activities. The group will also discuss the creation of the Association of Independent Appraisers in Tajikistan and the Council on Appraising, which the project will help establish.
- The project will identify two *hukumats* to conduct a land management pilot program on leasing land from the LRF.
- The project will develop regulations on the provision of land from LRF for lease in pilots, and will assist the SLC to finalize and submit regulations for the pilots for approval by the GOTJ.
- Once the Association of Independent Appraisers and Council on Appraising are established, the project will organize a study tour to Kyrgyzstan for members to learn best practices from similar entities.

TASK 3: SIMPLIFYING LAND REGISTRATION PROCEDURES

- Prepare brochures on amendments to the law on “State Registration of Immovable Property.”
- The project will conduct a roundtable with SUERIP and SLC, where short-term Registration Expert Narynbek Isabekov will present and discuss analysis/recommendations on functional roles and responsibilities.
- The project will organize a study tour for SLC and SUERIP representatives to a country for members from these organizations to learn best practices from similar entities.
- The project plans to sign cooperation agreements with SSERIP offices in Sarband, Jayhun, J. Balkhi, and Qubodiyon districts to establish offices for registration.
- The project plans to sign and implement Limited Scope Grant Agreements with SSERIP offices in Shahritus, Khuroson, Qurghonteppa, Vakhsh, Sarband, Jayhun, J. Balkhi, and Qubodiyon districts to implement single-window principles.

TASK 4: INCREASE KNOWLEDGE AND PROTECTION OF AGRICULTURAL LAND MARKETS

- The project will conduct a Training of Trainers for *tashabbuskors* on April 19.
- Update brochures on *Taxation, Rights, and Responsibilities of the members of Dehkan Farms, and Creation of Dehkan Farms, How the tashabbuskor can help you.*
- Through grant activities, the project will update information corners in SUERIP regional offices.
- The project will sign grant agreements and subcontracts for conducting surveys to measure project indicators, publishing newspapers, and disseminating information throughout the ZOI via TV and radio stations.
- The project will support the development of LACs in the ZOI through grants, as well as provide grant support to the new Public Organization “Network of *tashabbuskors*”.



USAID
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CENTRAL ASIA

SUCCESS STORY

Tashabbuskors Establish a Public Organization

Increasing the capacity of local activists to promote land use rights



Photo: USAID/Feed the Future
Tajikistan Land Market Development
Activity

“I am a farmer, and I sow crops with hope. I have worked for a year as a tashabbuskor with USAID. It is of great importance when citizens become active and take initiative to fully resolve peoples’ problems and gradually reduce poverty in their communities.”

— Rahmatullo Bobomurodov,
Tashabbuskor

“The *Feed the Future Tajikistan Land Market Development Activity* recently commenced its activities, and it means that our farmers again have the opportunity to receive project support, obtain necessary information, and protect their land use rights,” says Mr. Rahmatullo Bobomurodov, head of the public organization “Shabakai tashabbuskoron” in the Khatlon region.

Tashabbuskors are local activists in *jamoats* who provide informational assistance to farmers. *Tashabbuskors* organize round tables and meetings with local government officials, and refer farmers to Legal Aid Centers to resolve land disputes.

In January 2017, Mr. Bobomurodov and his fellow *tashabbuskors* held a meeting and decided to continue their work as a formal network. Through the support of the Feed the Future Tajikistan Land Market Development Activity, they established their own public organization called “Shabakai tashabbuskoron,” and registered it with the Department of Justice on March 17, 2017.

The network’s main goal is to organize *tashabbuskors’* activities in all *jamoats* of the 12 districts of the Khatlon region. They conduct information work on land issues in Tajikistan and increase awareness of farmers on their land use rights. Official registration of the *tashabbuskors’* network will increase their capacity to independently carry out their work in *jamoats*.

Currently there are more than 40 *tashabbuskors* throughout the 12 districts, and the organization is planning to consider new members. The newly established organization will cooperate with the Feed the Future Tajikistan Land Market Development Activity to conduct round tables and meetings with farmers and local government officials, refer farmers to Legal Aid Centers, and continue to provide consultation for farmers and increase their land use rights awareness.

Reflecting on his experience as a *tashabbuskor*, Mr. Bobomurodov said, “I am proud of having chosen this path. Due to the support of the Feed the Future Tajikistan Land Market Development Activity, I am able to guide *dehkans*, provide citizens with information on new regulations adopted in the country in a timely manner, and -- most importantly -- help to solve land-related issues that *dehkans* face.”

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

ANNEX A. INDICATOR DATA TABLE

No.	Indicator	Indicator No.	Base-line	LOA Target	Annual Targets & Actuals (Cumulative)		
					Year 1		Comments
					Target	Actual	
STARR INDICATORS							
1.1	Number of specific pieces of tenure and property rights legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of urban and/or rural poor as a result of USG assistance	EG.3. 1-12	0	12	5	1	During the reporting period, the project supported the approval process for targeted laws and regulations. As a result, the Law on State Registration of Immovable Property moved to a new stage of its approval process; it was presented for approval to GOTJ.
1.2	Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify learning objectives of the training 30 days after the training	EG.1 0.4-2	0	75%	75%	0%	Trainings on land tenure and property rights are part of each component, and the project has taken preliminary steps to advance these activities, including developing strategies, announcing grant awards, and identifying training topics. Contribution to achievement of the indicator target will start in the third quarter.
1.3	Number of land and property rights disputes resolved by local authorities, contractors, mediators, or courts as a result of USG assistance	EG.1 0.4-3	0	250	64	0	Land and property rights disputes will be resolved by project-supported Legal Centers. During the reporting period, the project organized meetings and a roundtable to identify approaches for sustainable assistance, and announced a grant award. Contribution to the achievement of the target for this indicator will start in the third quarter.
1.4	Percent of people with access to a land administration or service entity, office, or related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered	EG.1 0.4-4	0	85%	40%	0	Contribution to the achievement of the target for this indicator will start after the project supports and upgrades SUEIP offices to work with the single window principle. During the reporting period, preliminary meetings were held and agreements were signed. The first offices will be opened in May 2017, after which measurement of the indicator will take place.

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1.5	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system) as a result of USG assistance	EG.1 0.4-5	0	1,550	250	0	Contribution to the achievement of the target for this indicator will start after the project supports and upgrades SUERIP offices to work with the single window principle. During the reporting period, preliminary meetings were held and agreements were signed. The first offices will be opened in May 2017, after which measurement of the indicator will take place.
1.6	Number of people with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure as a result of USG assistance	EG.1 0.4-6	0	1,750	300	0	Contribution to the achievement of the target for this indicator will start after the project supports and upgrades SUERIP offices to work with the single window principle. During the reporting period, preliminary meetings were held and agreements were signed. The first offices will be opened in May 2017, after which measurement of the indicator will take place.
FEED THE FUTURE INDICATORS							
2.1	Number of households benefitting directly from USG interventions	EG.3- 1	0	60,000	10,000	0	The measurement of this indicator will be extrapolated from the farmer trainings participant lists. During the reporting period, preliminary work began. Trainings will start in the third quarter, which will contribute to the achievement of the target for this indicator.
2.2	Number of food security private enterprises, producer organizations, water users associations, women's groups, trade and business associations, and community based organizations (CBOs) receiving USG assistance	EG.3. 2-4	0	20	7	1	During the reporting period, CBO "Tashabbuskor" received project assistance to develop charter documents and to establish and register the organization at the Ministry of Justice.
2.3	Number of farmers who obtained documented property rights as a result of USG assistance	EG.3. 1-13	0	1,750	300	0	Contribution to the achievement of the target for this indicator will start after the project supports and upgrades SUERIP offices to work with the single window principle. During the reporting period, preliminary meetings were held and agreements were signed. The first offices will be opened in May 2017, after which measurement of the indicator will take place.
2.4	Number of individuals who received legal aid on land issues in Feed the Future target districts supported by USAID		0	32,000	8,000	0	Legal aid will be provided by project-supported Legal Centers. During the reporting period, the project team organized meetings and a roundtable to identify approaches for sustainable assistance. A grant award was announced. Contribution to the

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							achievement of the target for this indicator will start in the third quarter.
2.5	Number of government officials supported by USG assistance (i.e., participated in trainings, roundtables, etc.) related to land tenure and property rights. These would include jamoat heads, agricultural specialists, local land committee officials, other relevant officials, judges, lawyers, and traditional authorities (heads of mahallas).		0	2,400	400	0	This is a cross-cutting indicator; in all four tasks, government officials will participate in trainings, roundtables, and other events that will be organized by the project or its grantees. Contribution to the achievement of the target for this indicator will start in the third quarter.
2.6	Increased awareness of farmers about their rights in the targeted region		7.65	9.7	8.15	-	This indicator is reported annually
2.7	Number of consensus-building fora (working groups, public-private dialogues, roundtables, etc.) held with project support		0	1,300	400	2	This is a cross-cutting indicator, to which each task of the activity will contribute. During the reporting period, the project held two round tables on sustainable legal aid on land issues. Starting in the third quarter, a project grantee will organize round tables in each <i>jamoat</i> of the target districts.
2.8	Number (and % total) of court cases resolved to the benefit of farmers supported by the project		0	101; 85%	24; 75%	0	Farmers will be represented in courts by project-supported Legal Centers. During the reporting period, the project organized meetings and a roundtable to identify ways that assistance can be provided sustainably. A grant award was announced. Contribution to the achievement of the target for this indicator will start in the third quarter.
2.9	% of cost of services covered through fees		0	100%	30%	0%	This indicator is related to the Legal Centers' sustainability plan. During the reporting period, the project organized meetings and a roundtable to identify ways that assistance can be provided sustainably. A grant award was announced. Contribution to the achievement of the target for this indicator will start in the third quarter.
2.10	Number of new dehkan farms (including female-owned) established (i.e., have received certificates) with USAID assistance		0	1200	160	0	Contribution to the achievement of the target for this indicator will start after the project supports and upgrades SUERIP offices to work with the single window principle. During the reporting period, preliminary meetings were held and agreements were

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							signed. The first offices will be opened in May 2017, after which measurement of the indicator will take place.
2.11	Total number of recorded land transactions formally registered in the targeted region facilitated by the project		0	150	0	0	The Y1 target for this indicator is 0. Contribution to achieving the target for this indicator will start after relevant legislative frameworks are approved by GOTJ.
2.12	Number of legal instruments drafted, proposed, or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level		0	9	5	0	During the reporting period, the project supported the approval process of the targeted laws and regulations. As a result, the Law on State Registration of Immovable Property moved to a new stage of its approval process; it was presented for approval to GOTJ. This law has been reviewed for gender sensitivity.
CUSTOM INDICATORS							
3.1	Number of individuals within the Feed the Future ZOI trained on land use rights and participation in the land rights market		0	140,000	35,000	0	Trainings on land tenure and property rights are part of each component, and the project has taken preliminary steps to advance these activities, including developing strategies, announcing grant awards, and identifying training topics. Contribution to the achievement of the indicator target will start in the third quarter.
3.2	Percent reduction in time and cost to register property		0	TBD; TBD	15%; 5%	0	Contribution to the achievement of the target for this indicator will start after the project supports and upgrades SUERIP offices to work with the single window principle. During the reporting period, preliminary meetings were held and agreements were signed. The first offices will be opened in May 2017, after which measurement of the indicator will take place.

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ANNEX B. MATERIALS AND REPORTS

No technical materials or reports were generated during the reporting period.

ANNEX C. ADMINISTRATIVE / STAFFING ISSUES

RESERVED

ANNEX D. ENVIRONMENTAL COMPLIANCE

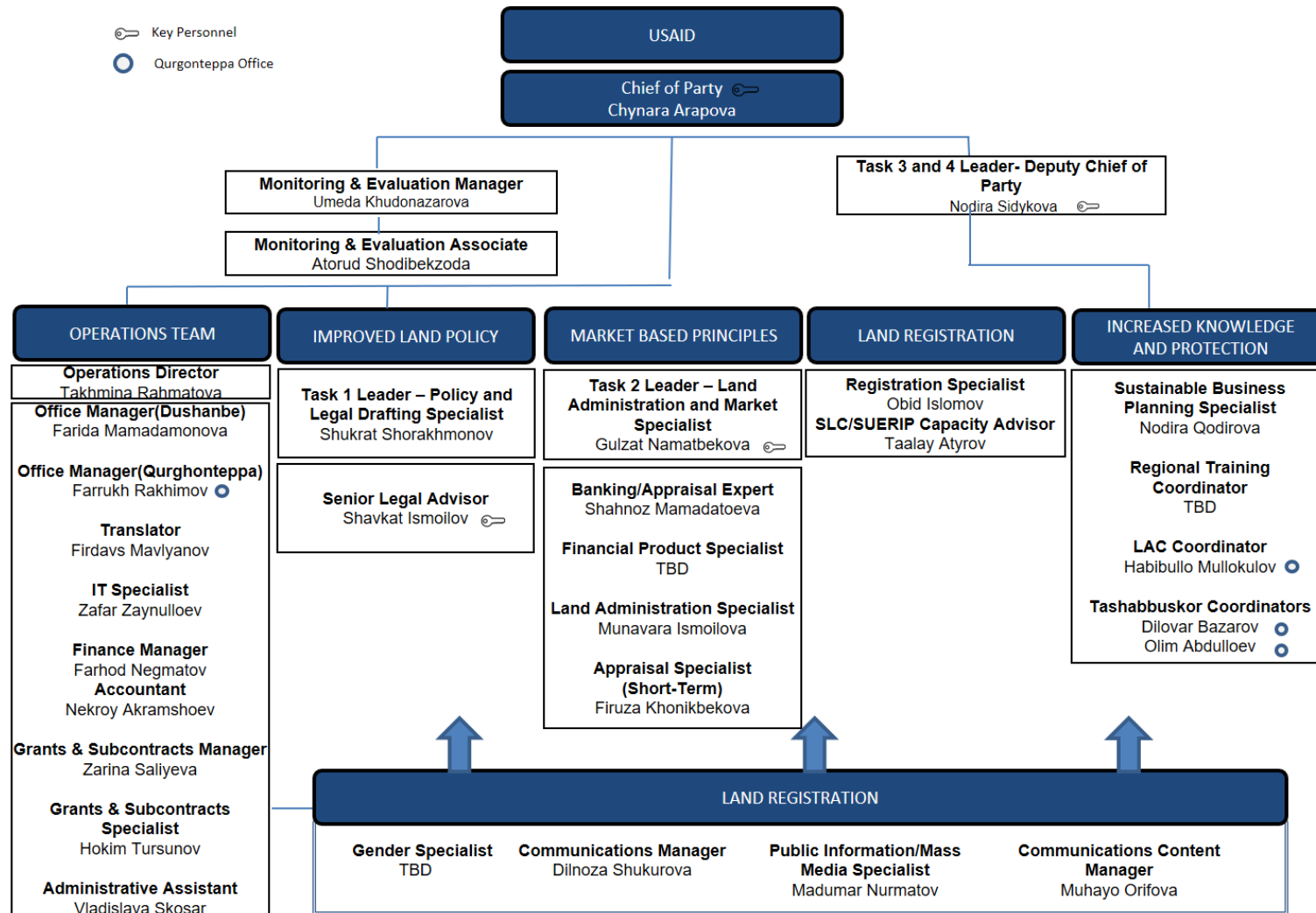
No environmental compliance measures were needed during the reporting period.

ANNEX E. SUMMARY LIST OF GRANTS AWARDED DURING REPORTING PERIOD

In January 2017, the project received Grants Manual approval, and the grants and subcontracts team developed the grants and subcontracts plan for Year 1. The first grants solicitation process began in February 2017.

On March 13 – 16, the project awarded the first three in-kind grants to SSERIP of three districts (A. Jomi, N. Khisrav, Shahrituz) to implement the grant program “Establishing a Single Window (Registration Offices).” The goal of these agreements is to provide in-kind support (necessary office equipment) to establish registration offices in the above-mentioned districts.

Exhibit 1. Organizational Chart



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