

# Evaluation of the 1992 Workshop on 22 Priority Economic Laws: July 13-August 5, Beijing, China

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*Boston University*

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EVALUATION OF THE 1992 WORKSHOP ON  
22 PRIORITY ECONOMIC LAWS  
July 13-August 5  
Beijing, China

INTRODUCTION

- .1. The UNDP has sponsored a five year project to help Chinese drafters to draft 22 priority laws in aid of the Reforms and the Open Policy and, in the process, to strengthen their capacity to draft the extensive additional economic laws China requires.<sup>1</sup> The project document identified several difficulties related to existing Chinese drafting capacity, including:
  - + low levels of information about foreign law and experience;
  - + unnecessarily long time required for drafting legislation; and
  - + absence of a theory of legislation as a guide to drafting.
- .2. The project adopted a variety of means to resolve these difficulties<sup>2</sup>:
  - + BLA will conduct three annual summer workshops in 1992, 1993, 1994. These workshops will provide a core of BLA and DLA drafters with a theory of

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<sup>1</sup>. For the reasons for the program, and its full detailed characteristics, see the United Nations Development Programme document, TO DRAFT 22 PRIORITY LAWS AND REGULATIONS AND STRENGTHEN THE CAPACITY OF THE BUREAU OF LEGISLATIVE AFFAIRS IN THE 1990S.

<sup>2</sup> In addition to the measures listed here, the project contains an important segment aimed at producing a computerized database of Chinese law.

legislation, for two purposes: (i) To provide the basis for learning from foreign law and experience; and (ii) to guide investigations leading to competent, implementable drafts of economic legislation.

- + At those workshops, foreign consultants will bring to the drafting groups for each bill information about foreign law and experience related to analogous social problems.
- + To help ensure quality drafting, BLA and the DLAs will institute a system that requires an adequate justification (a Memorandum of Law) for each bill.
- + After participation in the summer workshops, in groups of 12 to 14 persons per year, about 40 trainers will each undertake a three months' programme overseas in legislative drafting theory and methodology, and in the comparative law and experience of one or another of the priority bills<sup>3</sup>.
- + Over the period of the project, beginning with the annual workshops for 1993 and 1994, the BLA and DLAs will develop processes and structures to use the trainers to help the thousands of legislative drafters China needs at all levels of government.
- + After having completed the summer workshop, about 95 participants will take two week tours abroad to study foreign law and experience relevant to the laws they are drafting.
- + As soon as possible in the first or second year of the program, BLA will assign two very well-qualified drafters to prepare a Chinese language handbook on the theory, methodology, and rules for word usage required for legislative drafting.

.3. This evaluation assesses the progress of the contract to the end of the first summer workshop (August 5, 1992). It discusses workshop and the implications for the projected use of the trainers to train other drafters after they return

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<sup>3</sup>. The first programme will take place from September through December, 1992, at the School of Law in Boston University.

from their overseas study tours. Before the projected formal UNDP evaluation in March, 1993, the CTAs will also provide their evaluation of (1) the training sessions at Boston University for the trainers, and (2) the overseas study tours for other drafters.

I. THE 1992 SUMMER WORKSHOP  
A. PREPARATION.

- .4. **Readings.** The CTAs prepared reading materials (in English) for structuring the workshop discussions. These included a legislative handbook that outlined the Memorandum of Law as the basis for drafting legislation, and detailed rules for legislation; readings relating to the sociology of law and law and development; and chapters of a book on law and economic development, Seidman and Seidman, State and Law: The Long Rocky Road to Development.
- .5. The BLA translated the legislative handbook and some of the readings on sociology of law into Chinese, and had them published. These readings, however, became available for distribution only at the beginning of the workshop. This raised some problems with respect to the preparation of the preliminary draft memoranda of law.<sup>4</sup> Because two of these three sets of materials have now become available, those problems will be reduced next year. The CTAs recommend that BLA translate and have published the recommended chapters of State and Law: The Long Rocky Roads to Development as soon as

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<sup>4</sup> See below, Para.

possible.

.6. In addition, in most cases about a month or so before the beginning of the workshop, each consultant prepared a collection of readings on foreign law and experience, and forwarded it to his or her respective drafting group. In most but not all cases, the discussion at the workshops evidenced that at least some members of each group had conscientiously reviewed those materials.

.7. **Consultants and Selection of Bills.** After consultation with the CTAs, BLA formulated a statement of criteria for selection of consultants. BLA identified nine bills for consideration in the 1992 workshop.<sup>5</sup> In accordance with BLA's instructions, the CTAs contacted potential consultants, obtained their cvs, and sent a list of those who seemed most qualified to the BLA. In general, the CTAs looked for consultants who, they believed, in addition to expertise in a particular field of comparative law and experience, would serve as wise counsellors for the several drafting groups. In the end, with one exception, they all were senior academics. We thought all the consultants served supremely well. We recommend the use of the same criteria for selecting consultants for the 1993

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<sup>5</sup> Six of the the groups dealing with se bills -- banking, nature reserves, agricultural technology, fair competition, enterprise groups and foreign trade -- appointed two trainers each for training overseas in 1992. Three -- planning, education and drafting administrative regulations -- each have special problems and postponed their nomination of trainers for another year. In particular, the project document provides that education and planning each will have more than one consultant.

**workshop.**

- .8. The BLA circulated the CTA's short list for consultants, together with their cvs, to the drafting groups which made the final decisions. One group substituted their own nominee for those recommended by the CTAs.
- .9. At the request of BLA, the CTAs revised CICETE's standard-form contract with consultants to meet the needs of the project. BLA and CICETE approved that form. The CTAs obtained the consultants' signatures, and forwarded the signed contracts to BLA. CICETE executed and returned the contracts to the consultants.
- .10. Not until February, 1992, did BLA finally select the bills for consideration at the 1992 workshop. That put severe constraints on the CTAs' capacity to recruit consultants. In particular, because the CTAs have stronger contacts in US academia than elsewhere, only two of the consultants came from countries other than the United States. Both because the project has UNDP support, and because the Chinese drafters ought to experience as many different country experiences and styles of drafting as possible, the CTAs propose that, so far as possible, US consultants constitute only an aliquot share of the consultants. To facilitate the identification of consultants from other countries<sup>6</sup>, the CTAs need more advance

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<sup>6</sup>. It might be noted, however, that selection of qualified consultants from countries where the language is other than English may aggravate the problems of translation which remains an underlying difficulty with all the consultants.

notice than they had in 1992 as to the particular bills to be considered in the coming workshop. The CTAs therefore recommend that BLA should identify the bills for consideration in the next two summer workshops no later than October of the preceding year<sup>7</sup>. (In fact, in August, 1992, BLA gave the CTAs a tentative list of bills for 1993 which should be helpful).<sup>8</sup>

- .11. **Methodology and research agenda.** The CTAs believed that the workshop would best function if, so far as possible, in discussing legislation, the consultants all used the same methodology -- essentially, that prescribed in the materials for the Memorandum of Law. After the BLA had approved particular consultants, the CTAs sent them relevant materials, including the readings and the proposed methodology for structuring the workshop discussions. The 1992 set of consultants all adapted their own approaches to the methodology and research agenda set out in those materials. We believe that their use of these constituted an important factor in the successful structuring of the workshop discussions. We recommend that in preparation for the 1993 workshop, the CTAs even more explicitly urge the consultants to adopt the methodology and research agenda set out in the

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<sup>7</sup>. For the 1993 workshop, seven bills have been tentatively identified. These should if possible be confirmed by October to facilitate the process of recommending a broader range of potential consultants.

<sup>8</sup> These bills are: Underground water protection; corporations; budget preparation; domestic investment; foreign arbitration; legislative drafting regulations; and consumer protection.

readings.

- .12. For the 1993 workshop, the CTAs recommend that they send to all the consultants the draft Memoranda of Law of the Planning, Education, and Administrative Regulations groups (and the others when completed). This would enable them to understand and help the 1993 workshop participants to build on what has been achieved in the 1992 workshop.
- .13. Syllabus. The CTAs prepared a draft syllabus which, in correspondence, they and BLA subsequently revised. That syllabus devoted the first week to legislative theory (including the methodology of legislative drafting), relating it at every step to the particular nine bills the participants had under consideration.
- .14. The BLA's primary revision of the CTAs' draft syllabus related to the second and third weeks. During that period, the CTAs had initially proposed morning plenaries to enable the workshop participants to benefit from a structured discussion in turn of all the draft bills and accompanying Memoranda of Law. This aimed to 1) enable the participants to learn more of the generalized process of legislative drafting; and 2) to think through specific issues relating to: overlaps between the various bills, including those between the draft Planning Law and the Banking bills and the Unfair Competition and Group Enterprises laws; the implications of all the bills for both the Planning Law and the Education Law; and the significance of proposed regulations for drafting Administrative



regulations for all the laws. As discussed below, under the revised syllabus these interactions did not take place.<sup>9</sup>

- .15. The CTAs sent the consultants copies of the syllabus before the BLA revised it which perhaps caused some confusion. The CTAs recommend that they send the consultants only the finalized syllabus. To make this possible, however, the syllabus should be finalized no later than May, 1993. Given that the 1992 workshop syllabus as finalized apparently provided a useful framework<sup>10</sup>, this should not be difficult.
- .16. Preliminary drafts and Memoranda of Law. The project document anticipated that, not less than a month before the summer workshop, the drafting groups would each forward to their respective consultants their current preliminary drafts of their bill and their accompanying Memoranda of Law. A few did send draft bills. Most, however, only prepared a list of rather abstract questions upon which they asked the consultant to prepare him or herself. Only two groups appended justifications to their draft bills, and these did not follow the form recommended for the Memorandum of Law. Although some groups only sent a list of questions, they had in fact completed draft bills, but had not translated them for the consultants. In other cases, by the time the workshop took place the draft bill translated for the consultant had become

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<sup>9</sup> See below, Paras. 37, 38.

<sup>10</sup>. For some minor changes, see the discussions below related to the conduct of the workshop itself.

out of date.

.17. The drafting groups failed to forward translated drafts to the consultants, apparently for three reasons:

.17.1. As mentioned above, BLA accomplished an heroic job of translating the readings for the seminar, but because of the press of time did not get them to the drafters until the beginning of the workshop. The drafters had no way of knowing of what a Memorandum of Law ought to consist.

.17.2. Some of the groups apparently had difficulties in translating their bills in time to forward them to the consultant.

.17.3. We discuss below (para. 30ff) the third reason, the absence of an editor or trainer to help drafters writing their first Memorandum of Law.

.18. The consultants and the CTAs agreed that if, well before the beginning of the workshop, the consultants received a full draft of the bill accompanied by a memorandum of law they could much better serve the purposes of the workshop. In addition to the recommendations made below (esp. Para 32) concerning the assignment of trainers to the several drafting groups, the CTAs recommend that BLA ensure the translation of preliminary drafts of bills and memoranda, and forward them to the consultants at least one month before the workshop.

.19. Housing. The BLA arranged housing for the workshop participants and the consultants at the Jemin Hotel. This had

the advantage that they could meet and work together on schedule during the day time and in small groups during the evenings. Some consultants objected that the hotel was too far from the center of Beijing; and that inadequate air conditioning and lighting facilities in their rooms hindered them from working at their most efficient. The CTAs recommend that BLA explore the possibilities of other housing that would still enable the participants and consultants to live on the same premises.

#### B. CONDUCT OF THE WORKSHOP

- .20. In accordance with the UNDP document, the 1992 workshop was divided into two sections. The first week dealt with the theory and methodology of legislative drafting in relation to what could be learned from foreign law and experience. During the next two weeks, the individual foreign consultants met with their respective groups to discuss, in light of foreign laws and experience, the problems and explanations addressed by the specific draft bills the groups had prepared to meet the Chinese circumstances.

#### WEEK I: LEGISLATIVE THEORY AND METHODOLOGY RELATING TO WHAT CAN BE LEARNED FROM FOREIGN LAW AND EXPERIENCE:

- .20. The discussions in the first week focussed on theory and methodology relating to drafting the nine bills. After brief introductions relating to theory and methodology by the CTAs, the participants discussed the Chinese circumstances surrounding the problems their bills addressed; the evidence they had gathered as to the relevant explanatory hypotheses;

and how their draft bills aimed to try to overcome them. After each group made its presentation, a member of the next group made comments and suggestions. That usually opened a generally lively discussion of the relevant issues. The CTAs then sought to summarize and comment on the general points illustrated by the discussion.

.21. Except in the case of the Agricultural Technology

Extension and Planning bills (whose group leaders attended and made valuable contributions to every plenary session), the BLA and DLA participants during the first week mainly consisted of the younger group members. Given the authority of senior personnel in the drafting process, the CTAs recommend that BLA make every effort to assure the continued attendance of senior group personnel at the initial workshop sessions.

.22. The week long discussion made it evident that the groups needed to work over their memoranda of law as a basis for constructively structured discussions with their respective foreign consultants. Given the shortage of time, they primarily wrote these only in outline form. Once selected, the trainers tried to translate these into English for the consultants; the difficulties of translation limited the possibilities of developing the ideas further. As earlier mentioned, the work of the first week would have been much improved if the groups had prepared a draft outline of their memoranda of law before the workshop. In most cases it became apparent that the groups had not undertaken in-depth

investigations of evidence relating to the causes of the central role occupants' behaviors that comprised the difficulties the laws sought to address.

- .23. During the last day of the first week, the BLA requested the CTAs to give a straight lecture on drafting rules. As education experience the world around has shown, six hours of lectures seldom prove the best way to help the hearers learn drafting rules and procedures. Instead, the CTAs recommend that at the 1993 workshop the two person team, appointed by BLA to draft the Chinese legislative handbook, outline the problems of drafting and their explanatory hypotheses for those problems, showing how their draft textbook outline will contribute to solving them. The participants' review of that outline, drawing on their own experience, should prove a valuable learning process for them, and provide useful evidence for those drafting the textbook.

#### WEEKS II AND III: LEARNING FROM FOREIGN LAW AND EXPERIENCE

- .24. On Sunday of the first week, the CTAs met with the consultants, most of whom had just arrived. (Two consultants, Profs. Gerhard Wittich and Joseph Brodley, on their own initiative, sat in on the first week's discussions of theory and methodology.) The CTAs told the others what they had learned in the first week, and outlined the proposed structure of the next two weeks of the workshop learning process. The consultants spent several hours discussing the questions

raised. Although, as some pointed out, over the years the consultants had developed their own individual perspectives and methodologies, they all agreed to structure their presentations of foreign law and experience for their respective groups along the lines required for the Memoranda of Law.

- .25. The consultants generally worked with the groups' leaders in structuring the discussions around the issues raised by the groups' draft outline memoranda of law. Those groups whose leaders attended all three weeks' sessions and systematically encouraged the groups' members' participation appeared particularly successful.
- .26. **The adequacy of the memoranda of law.** In every case, the memorandum of law completed by a drafting group by the end of the workshop remained only preliminary. The drafts at best identified the areas requiring further investigation to gather essential evidence as to central explanatory hypotheses. Few groups even discussed, far less had the time to conduct, the necessary in-depth studies of the costs and benefits of implementing and monitoring possible alternative solutions. As suggested below (paras. 29-32), without personal attention by a knowledgeable editor or trainer, the groups found drafting an adequate memorandum of law difficult.
- .27. **Social science research skills.** One reason for the insufficiency of the research lay inadequacy of the drafters' training and skills in social science research. Some had

university training in the technical aspects of relevant subjects --e.g., forestry, engineering, economics -- but few had had an opportunity to study methods either for testing hypotheses explaining behavior as a basis for drafting a law to improve it, or for making relevant cost-benefit assessments of the probable impact of proposed legislation. Those participants who had law degrees had mainly taken them at an undergraduate level, where they at most had limited opportunities to study social science methodologies.

.28. We suggest a two-pronged approach to this problem, one addressed to the trainers, the other, more far-reaching, addressed to the other members of the drafting groups.

.28.1. The CTAs recommend that as part of the 1992 program at Boston University, the trainers receive some instruction in social science research methods appropriate to the task of legislative drafting.

.28.2. Giving the other group members some training in social science research methods seems more difficult. The summer workshop curriculum already seems crowded. It may be that a separate programme should address this issue. Short of that, and in any event, the CTAs recommend that the BLA and DLAs explore ways to tap into the social science research currently underway in Chinese research institutes and universities.

.29. Translation. Translation problems, hampered some groups'

efforts to structure their discussions and write their memoranda of law. It may help to appoint the more effective 1992 trainers as facilitators, one to each group. Having spent four months abroad deepening their insights into general theory and methodology by working on the foreign law and experience relevant to their specialized fields of law, they could help to facilitate the 1993 learning process. At the same time, they themselves could grasp a firmer understanding of their future role in training up-coming generations of Chinese drafters.

.30. **Field trips.** Two groups took one day field trips to enable the consultants, together with the group members, to see the actual circumstances of specific central role occupants. This contributed to the understandings of both the consultants and group members relating to the constraints and resources affecting the the role occupants' behavior and the kinds of further research required as a basis for proposing revisions in existing laws and regulations.

.31. **The trainers.** The 1992 workshop experience suggested that the future role of the trainers requires further consideration. As noted above, the trainers were recruited after the first week of the workshop, too late for them to play a significant role in planning and developing the workshop itself. Some worked very hard to help formulate and translate their groups' memoranda of law into English, but they could not contribute much to structuring the discussions. Chinese tradition



typically endowed senior group leaders with that role, and not all of the latter sought to encourage the trainers to engage in facilitating the discussions more directly.

- .32. Neither the CTAs nor the other foreign consultants had much opportunity to discuss the trainers' role in the workshop learning process. Despite an initial proposal that the CTAs, at least, should meet the trainers every afternoon for an hour to obtain feedback and discuss ways to improve the process, in fact they met them only twice. While the four months' work at Boston University will undoubtedly strengthen the trainers' capacity, the BLA and DLAs need to address more explicitly the best ways give them the experience necessary for fulfilling their proposed future role in training the many additional drafters China requires at the national, provincial and local levels.
- .33. For the 1992 workshop, the trainers were only appointed at the workshop itself. This rendered it more difficult for the CTAs and consultants to work with them from the outset, as part of their learning experience, in structuring the workshop and its subgroups. The CTAs recommend that BLA appoint the trainers for each year's bills well in advance of the relevant workshops, and, that, if possible, they meet with the CTAS several months before the workshops take place.
- .34. Textbook on Drafting in the Chinese Language. The project document requires that BLA appoint two persons to write a textbook on drafting in the Chinese language. This project

should have the highest priority. That task will take a minimum of two years to complete, plus publication time. The urgency of the need for that text defies exaggeration. The CTAs recommend that BLA immediately appoint the two persons who will take responsibility for preparing that textbook.

#### PROPOSED INTERNATIONAL CONFERENCE

.35. The CTAs had initially proposed a two day international conference to enable the workshop participants, including the foreign consultants to meet together with Chinese scholarly and practical experts in relevant fields to assess the implications of their three weeks' intensive study of what developing countries can learn from foreign law and experience. The BLA proposed, instead, a two day conference of the consultants together with the participants to discuss the relevance of foreign law and experience for China.<sup>11</sup> This was to follow a two day summary and evaluation meeting involving the same people. After some discussion, the consultants suggested the two meetings be combined into one. On the one hand, they felt the groups still had a great deal of work to do so they needed the two additional days to complete their tasks. On the other, they felt the two meetings would overlap each other without adding much in the way of new insights.

.36. As a result, the last one and a half days of the workshop were

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<sup>11</sup>. Whether they wanted to exclude Chinese academic and practical experts because of time constraints or other reasons remained unclear

devoted to a plenary discussion that aimed to summarize and evaluate the workshop. The consultants and the group leaders met separately for two hours on the last Saturday to evaluate the entire workshop and plan their presentations at the conference. The plenary devoted one hour to each group's presentation and discussion of it. In most cases, the group leader spent 30 minutes summarizing and assessing the group's work. The group's consultant then took 10 minutes to reflect on the work. Finally a person from another group made comments. Lack of time limited the possibility of further discussion.

- .37. In general, the group leaders provided a useful summary of the main issues their groups had discussed. They all reported the consultants had been helpful. Most emphasized the need for more structure along the lines of the memoranda of law. The consultants reflected on the main points that required further work, especially in the area of implementing the laws drafted. Some commented briefly on the learning process.
- .38. Lack of time at the final plenary limited the participants' opportunity to probe such critical issues as the overlap between the groups' findings. For example, all the groups recognized the necessity of improving administrative regulations and procedures, but no time remained to comment on the recommendations made by the group charged with drafting administrative regulations. Despite widespread recognition of the implications of the proposed new law for planning in a

socialist market economy, in particular in relation to macro-economic levers associated with banking and foreign trade, the participants had little time to examine the group's proposals.<sup>12</sup> The Group Enterprise and the Unfair Competition groups both dealt with overlapping and potentially conflicting areas of law, but the workshop participants did not have time to consider ways to reconcile their potential differences. Almost no time was available for analyzing the implications of the workshop's learning process relating to the larger issues of comparative international law and experience.

.39. The CTAs recommend that the 1993 workshop:

- .39.1. Include a one day plenary of the consultants and workshop participants on the third Saturday to review the issues of overlaps, conflicts and generalizations affecting all the groups' work. In the subsequent week, the participants and consultants could then reflect on these as they complete the remainder of their work together.
- .39.2. Require a structured evaluation instrument to be filled out anonymously by workshop participants as the basis for two day evaluation session to deal with the key issues the respondents raise.

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<sup>12</sup>. Because of the scope and problems of this draft law, the UNDP document allocated resources for four consultants to the group. As of the workshop's conclusion, however, the planning group had not made any plans for the best way to use these resources or how their use might relate to future workshops.

- .39.3. Include a two day conference of the workshop participants, consultants and Chinese academic and practical experts on the issues relating to the use of foreign law and experience.

#### DEALING WITH THE FOREIGN CONSULTANTS

- .40. In three respects, the way CICETE dealt with the remuneration of the foreign consultants led to some friction.

40.1 The contract between CICETE and the consultants required CICETE to give each consultant a \$500 advance on arrival, plus their air fare. This CICETE did not do. It would be relatively easy for CICETE to give them that amount in Chinese currency immediately on arrival, and it would make the consultant's position that much easier.

40.2 The contract between CICETE and the consultants required CICETE to pay on account of air travel the economy class fare by the shortest route. Many consultants purchased cheap air tickets at below economy class fares. In doing so, they sacrificed their frequent-flyer miles and the privilege of change in flight plans. Instead of paying the contracted amount, however, CICETE paid only the actual air fare. In the long run that benefits only the airlines, for in future consultants will of course buy regular economy class fares and save their frequent flyer miles.

- 40.2 The CTAs recommend that CICETE amend the contract between CICETE and the consultants as follows:

- 40.2.1 The subsistence payments will be \$96.00 per diem;
- 40.2.2 CICETE will pay \$500 in Chinese currency as an advance against per diem to each consultant on arrival in China;
- 40.2.3 The contract no longer include the provision requiring CICETE to pay the air fare on arrival; and
- 40.2.4 CICETE continue to undertake to pay (and actually pay) the least expensive regular economy class fare from point of origin to Beijing and return by the most direct route.

## II. FUTURE USE OF TRAINERS

41. The project anticipates three principal uses for the trainers:

- 41.1 They will return from their foreign study tours relatively expert in foreign law and experience connected with a particular bill.
- 41.2 They will have become competent in writing adequate Memoranda of Law, the key to structuring adequate research and analysis as the foundation of drafting sound bills; and will take over the teaching of that subject both at the project's summer workshops and in future training of the thousands of drafters that China requires.
- 41.2 Most important, experience elsewhere and in China (see above, paras. 27, 29-32) suggests without person-to-

person contact between drafters writing their first Memorandum of Law, and a resource person skilled in that task, the drafters will likely write weak Memoranda. The project anticipates that the trainers will sit with various drafting groups, not as specialists in the substance of the bill involved, but as specialists in writing memoranda.

43. To accomplish these tasks raises certain administrative difficulties with respect of trainers, many of whom come from particular ministries, rather than from BLA itself. Administrative problems exist in assigning trainers from a particular ministry to a drafting group mainly based in some other ministry. Some ministries may not wish to release trainers for a month to help teach at the summer workshops or future training sessions for Chinese drafters -- training drafters, after all, lies in BLA's domain, and not in NEPA's or the Agricultural Ministry's.
44. This year, only one trainer was appointed from the BLA itself. This will make it difficult to assign a trainer to assist a drafting group based in a ministry other than the ministry of the trainer. Therefore, the CTAs recommend that, for the next workshop, the BLA appoint most of the trainers from among the personnel of BLA itself.
- 45 This year, the trainers began to work on the Memoranda of Law only at the summer workshop. It seems desirable that the CTAs meet with the each year's new group of trainers before the

summer workshop to give them a basic understanding of legislative theory and methodology so they can help their groups to prepare the initial draft memorandum of law. The CTAs recommend that, in March<sup>13</sup>, the CTAs meet for two or three days with the trainers for the 1993 workshop.

- 46 In addition, it would seem desirable that the project take advantage of the expertise of the trainers returning from their four months' study at Boston University. The CTAs therefore recommend that BLA ensure that as soon as the trainers have returned from their overseas experience, BLA assign a returned trainer to each of the seven 1993 drafting groups (whether or not from the same Ministry), to serve as a resource person in connection with drafting the Memorandum.
47. Finally, the CTAs recommend that the returned trainers be released from other duties to attend and to help conduct the 1993 summer workshop.

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<sup>13</sup>. When they plan to be in Beijing for the proposed March UNDP evaluation.



# BOSTON UNIVERSITY

To: Edith Solomon

Date: September 10, 1992

From: Caye Sarber

Subject: Retirement

I am planning to retire and will be leaving my position as a  
Faculty Secretary at the School of Law on September 30, 1992.

Caye,  
1 copy, please  
Thank you  
B