Fiscal Year 2003 Year End Report

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U.S. Agency for International Development
by the Eurasia Foundation

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I. Introduction

Introduction

Overview

The Eurasia Foundation is a grantmaking and operating foundation focusing on civil society, public administration and policy, and private enterprise development. Through grants and projects, the Foundation works in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

As the Soviet Union disbanded to create these independent states, their citizens were faced with daunting challenges in many areas. The Eurasia Foundation has worked for over ten years to address some of these challenges by providing assistance to many of the most promising institutions and individuals that seek to create market economies, strengthen civil society, and ensure more responsible local governance.

The U.S. Government (USG) authorized the creation of the Foundation in 1992 in an effort to provide a source of support for some of the thousands of individuals then seeking outside assistance in reforming their societies on the spot. The Foundation awarded its first grant in 1993. Though experimental at the time, the Foundation has succeeded in awarding over 7,000 grants to non-profit organizations for a total of more than $140 million. In addition to managing grant programs, the Foundation directly implements several projects in areas where achievement of its goals requires more comprehensive efforts.

The Foundation is independent, privately-managed, and responsive to the needs and developments in the twelve countries of the New Independent States (NIS). During FY03, the Foundation was comprised of regional grant and project offices in Almaty, Baku, Bishkek, Kyiv, Moscow, Tashkent, Tbilisi, Vladivostok, and Yerevan. In addition, the Foundation maintains representative grant offices to extend its reach beyond the regional offices. The Foundation's headquarters is located in Washington, D.C.

In FY03, the Foundation continued its work to create indigenous institutions in the region. To this end in Russia, the Eurasia Foundation created a partnership with the Dynasty Foundation of Russia and the Madariaga European Foundation to launch an independent foundation to promote civil society that will be registered in Russia in 2004. The Foundation continues to seek partners working throughout the region to establish similar partnerships in Central Asia, the Caucasus, and Western Eurasia, with the belief that societies function best when citizens take responsibility for their own civic and economic futures.

Table I. Grants Awarded By Country FY03

Country	Grant $	Number	% of Total $
Armenia	$1,109,408	49	8.68%
Azerbaijan	$1,378,678	55	10.78%
Belarus	$146,271	6	1.14%
Georgia	$1,351,094	57	10.57%
Kazakhstan	$954,523	55	7.46%
Kyrgyz Republic	$520,937	30	4.07%
Moldova	$313,155	12	2.45%
Russia	$5,079,472	172	39.72%
Tajikistan	$429,565	23	3.36%
Turkmenistan	$31,807	5	0.25%
Ukraine	$779,053	35	6.09%
Uzbekistan	$693,488	40	5.42%
TOTAL	**$12,787,451**	**539**	**100%**

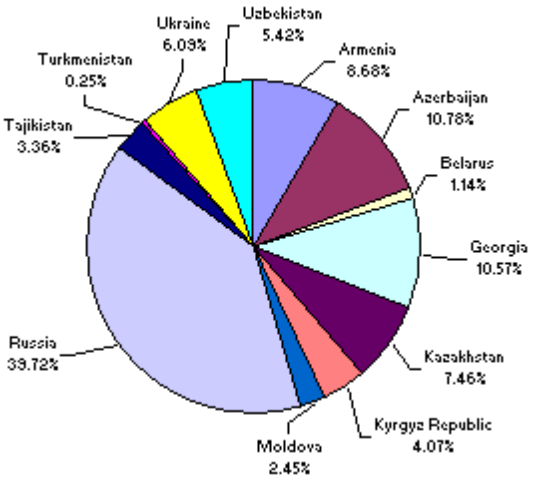
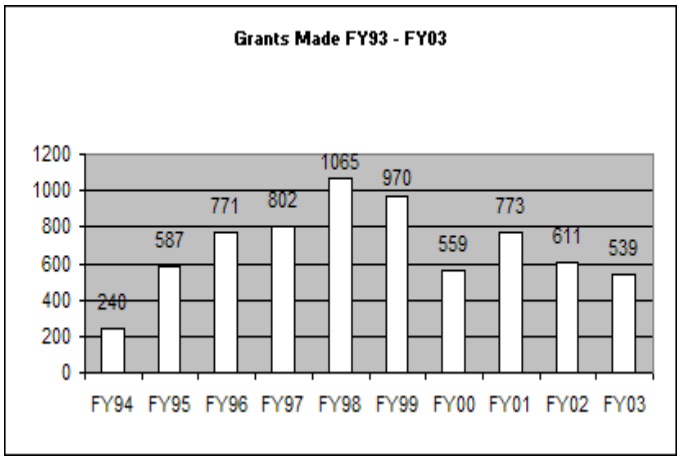
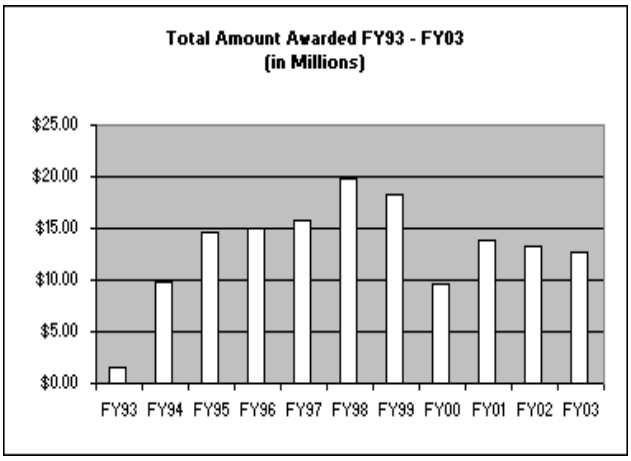


Table II. Grant Volume FY93-FY03

Fiscal Year	Number of Grants Awarded	Total Amount Awarded	Average Grant Size
		(In Millions)	
FY93	31	$1.5	$48,000
FY94	240	$9.9	$41,000
FY95	587	$14.6	$25,000
FY96	771	$15.0	$19,000
FY97	802	$15.8	$20,000
FY98	1065	$19.8	$19,000
FY99	970	$18.2	$19,000
FY00	559	$9.7	$17,000
FY01	773	$13.9	$18,000
FY02	611	$13.3	$22,000
FY03	539	$12.8	$24,000
TOTAL	**6,948**	**$144**	**$25,000**





Cooperation and Collaboration with USG and Other Partners

The Eurasia Foundation collaborates closely with USAID, technical assistance providers supported by USAID, and other organizations and donors.

Examples of Collaboration

Internews

In Azerbaijan the Eurasia Foundation funded a new media project launched by Internews. The main goal of the project, entitled *Alalat* (Province), is to organize a monthly exchange of news among 8 regional television stations. The exchange of information allows citizens, municipalities and local administration to have an opportunity to compare regional problems and solutions.

NGO Forum in Uzbekistan

In conjunction with the Embassy of Switzerland, the Swiss Cooperation Office, the Open Society Institute - Uzbekistan, the Organization for Security and Cooperation in Europe, and the World Bank, the Foundation supported an *NGO Forum-2003.* This forum was an important step in helping NGOs better cooperate and focus their activities and in helping donors better understand the capacity and needs of Uzbekistani NGOs. The NGO leaders met for two and a half days and decided their own agenda, formed working groups to define needs and opportunities, and developed recommendations for themselves, the government, and donors. The participants were selected to represent a cross-section of NGOs in Uzbekistan.

Royal Dutch Shell

In Kazakhstan the Foundation launched a sustainable rural tourism development project with funding from both Royal Dutch Shell and the Organization for Security and Cooperation in Europe. The project began with a needs assessment of sustainable rural small development opportunities in tourism. The program continued by launching four pilot projects, evaluating these models, and holding a conference to focus attention on these projects and the appropriateness of the models in creating sustainable rural small businesses through tourism. Due to the success of the project, both contributors will help to fund additional work in this field by the Foundation in FY04.

Raising and Leveraging Funds

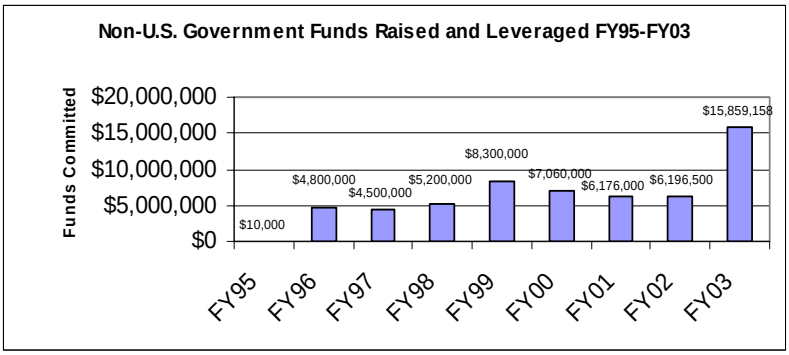
Since its inception, the Foundation has raised or leveraged more than $58 million in non-U.S. Government (USG) funds from foundations, foreign governments, corporations and private citizens for its programs. In FY03, the Foundation surpassed its fundraising goal of $6 million by 150 percent, receiving pledges totaling $15.86 million in raised and leveraged funding commitments from non-US government donors. Eighty-three percent of this total was made through direct contributions to the Foundation. Leveraged donations flowed directly to grantees and their beneficiaries.

Major donations in FY03 include:

- $1.8 million for the Carnegie Corporation for the Caucasus Research Resource Centers (CRRC)
- $2 million from the Charles Stewart Mott Foundation for the New Eurasia Foundation in Russia
- $5 million from the Open Society Institute (OSI) for education programs in Russia over five years
- $215,000 from the United Kingdom Foreign and Commonwealth Office for the Ferghana Valley Initiative
- $115,000 from the Karachaganak Petroleum Operating B.V. of Kazakhstan, for a microfinance project in Western Kazakhstan
- $200,000 from Interpipe Group of Ukraine for EERC Ukraine
- $166,300 from the Swiss Agency for Development and Cooperation for a local council information project

Table III: Funds Raised from FY95-03

Fiscal Year	Funds Committed
FY95	$10,000
FY96	$4,800,000
FY97	$4,500,000
FY98	$5,200,000
FY99	$8,300,000
FY00	$7,060,000
FY01	$6,176,000
FY02	$6,196,500
FY03	$15,859,158
Total	**$58,101,658**



II. The Grantmaking Program, Evaluation and Grant Results

The Grantmaking Program

In FY03, the Eurasia Foundation awarded more than $12.78 million through 539 grants to non-profit organizations working in the former Soviet Union. The Foundation's grantmaking encompasses both open-door grants, where initiatives stem from the ideas of potential grantees, and targeted grants comprised of competitions, invited proposals and institutional development grants.

In preparing the program strategies for FY03, field offices continued to identify a number of fields of interest within the Foundation's mandate that resulted in guided grantmaking for more focused results. With this approach, field staff applied knowledge of country trends, needs and experience to both the development of the Foundation's grant portfolio and to programs funded by other donors. Generally, each office selected at least one field of interest in each of the Foundation's three program areas (private enterprise development, public administration and policy, civil society development). Examples of fields of interest in FY03 include:

- Civil Society: **Media Financial Independence** (Russia, the Kyrgyz Republic, Uzbekistan)
- Public Administration and Policy: **Municipality Management Improvement** (Azerbaijan, Armenia, Belarus, Moldova, Russian Far East)
- Private Enterprise Development: **Sustainable Tourism** (Georgia, Kazakhstan, Moldova, Ukraine)

The open door is a venue for experimentation in grant making. To ensure innovation and solicit new ideas, field offices have proposed new methods of engaging open door grant applicants, particularly in regions outside capital cities, and in new programmatic areas. For instance, in FY03 field offices organized stakeholder roundtables in provincial towns in order to determine the greatest needs and find new solutions. A series of related experiments may evolve into clusters of grants via invitations or solicitations – the bridge between pilot projects and the pipeline that will generate new fields of interest. In undertaking this new approach, the Foundation considered new and existing donors and the need to remain a cutting-edge, rapid response foundation.

Below are a few selected highlights of Eurasia Foundation grants by mandate area:

Civil Society

- In the Caucasus the Eurasia Foundation supported a cross-border virtual forum for journalists allowing Azerbaijani journalists to pose direct questions to Armenian social and political leaders including the opposition candidate in the last presidential election.

- A grant to the NGO Marifati Kukuki in Tajikistan that allowed the organization to assist in the development and adoption of legislation that would allow for the election of local officials and decentralized budgeting.

Public Administration and Policy

- In Georgia, NGO watchdog organizations supported by the Eurasia Foundation increased public participation in the budgeting process and budgetary accountability of local leaders.

- The Foundation supported efforts to improve the operating environment for local government in Russia and Armenia by awarding a grant to launch pilot projects using e-government mechanisms to simplify and increase public access to information and record keeping.

Private Enterprise Development

- In the Kyrgyz Republic, with funding from the Eurasia Foundation, Public Union *Tceonis* developed a project to help teens find jobs through an employment database and labor exchanges with employers in Bishkek and Tokmok. Nearly 1,500 youths found jobs through the grantee's website and employment programs.

- In Belarus, the Foundation awarded a grant to train Belarusian business and government representatives at the Bila Tserkva Business Incubator in Ukraine, a past Eurasia Foundation grantee. The training resulted in the creation of an association that has started a dialogue with local governments and is making recommendations to change existing small business regulations.

Institutional Development Grants

In FY03, the Foundation continued to award institutional development grants which support core capacity and sustainability within local partner organizations. The Kazakhstan Press Club, which received an institutional development grant, is an example of an organization that needed to build up its institutional capacity as the premier advocate for independent media in the country. By strengthening the capacity of this organization, the Foundation plans to anchor ongoing support to independent media and journalists through future grants and other partnerships.

Cross-Border Initiatives

South Caucasus Cooperation Program (SCCP)

In FY03, the Eurasia Foundation's South Caucasus Cooperation Program (SCCP) made 62 grants in the three countries of the South Caucasus. These grants were distributed among the mandate areas as follows: 9 in Private Enterprise Development, 10 in Civil Society, and 35 in Public Policy and Public Administration. In addition, the Foundation awarded 8 grants as part of its cross-border water management initiative.

Of these 62 grants, 25 were contact grants (small grants of up to $3,000 that allow organizations to meet and develop a larger linkage proposal) and 37 were linkage grants (grants of up to $35,000 per organization that allow for implementation of projects developed during the contact phase). The contact grant portion on the Foundation's portfolio totaled $54,332, or 4 percent of grant awards, and linkage grants totaled $1.22 million, or 96 percent of grant awards by the SCCP. The average contact grant size was $2,173 and the average linkage grant size was $33,041.

In FY03, highlights of Foundation supported SCCP projects include the development of indigenous public policy institutes, cross-border water resource management, and regional independent media.

- Through its Public Policy Institute Development Initiative, the Foundation held a competition to support the adoption and implementation of European and international standards. The competition was co-financed by the British Government's Global Conflict Prevention Pool. The Foundation is supporting cross-border policy research and legislative recommendations in the areas of information communication technology, media rights, compliance with European Legislation, and tertiary education standards for all three countries in the South Caucasus.
- SCCP supported cooperation in cross-border water resource management. One project will raise public participation in environmental issues by setting up environmental information centers in border towns of all three countries. Another project will assess legislation regulating cross-border water resource management and lobby recommendations with legislative and executive bodies in all three countries.
- Continuing its longstanding support for regional independent media, the Foundation is supporting an Internet portal for journalists allowing them to conduct interviews across borders and market the resulting articles. This mechanism (http://www.caucasusjournalists.net/) has created opportunities for unique contacts between newsmakers and journalists throughout the region.

Ferghana Valley Initiative

With co-funding from the British Government, EF awarded over $435,000 in grants for cross-border media cooperation and cross-border trade between Uzbekistan, Tajikistan, and the Kyrgyz Republic.

In one project, Tajik and Kyrgyz television stations co-produced a series of shows focusing on trade and small business development, which will inform citizens and enable them to play a greater role in government trade-related decision-making. In another grant, three newspapers jointly produced an insert in Kyrgyz, Uzbek, Tajik and Russian covering customs regulations, water use, the environment and other issues. A third grant enabled radio stations from Tajikistan and Kyrgyzstan to jointly produce a public affairs program modeled after a successful "Radio Bridge" project in the Caucasus. By informing citizens about topics such as labor migration, customs regulation, and water policy, these projects strengthen cross-border understanding in a conflict-prone region.

A list of all of the grants by country and Strategic Objective (S.O.) is attached to this report in Appendix D.

Evaluation and Grant Results

Evaluation

The Foundation's program and evaluation work are closely tied to each other. Evaluation is the Foundation's key method for understanding what has been accomplished and how resources can be used more effectively in the future. Foundation staff use evaluations both to inform program design and to build financial support for our work. In FY03, DC and field staff doubled their efforts in evaluation over the previous year. During FY03, the Foundation collectively completed 9 cluster evaluations, 3 baseline evaluations, 7 SWOT analyses, 4 grants to build up evaluation capacity in the region, and 3 Foundation-wide evaluations. The evaluation staff was also active in training program staff in over half of the Foundation's field offices.

In FY03, the Eurasia Foundation supported evaluation work in the following ways:

Findings of Cluster Evaluations of Regional Foundation programs.

- A Ferghana Valley Initiative (FVI) evaluation concluded that partnership projects funded under this initiative stimulated the development of sustainable cross-border infrastructure that served to increase cross-border communication as well as to facilitate the flow of goods across borders.
- The Regional Independent Media Support Initiative (RIMSI) in Kazakhstan evaluation found that six newspapers out of thirteen reported increased advertising revenues and seven reported increased circulation in one year's time.
- The evaluation of the Lisakovsk, Kazakhstan municipal development program revealed a qualitative change in the city management style as a result of the Foundation intervention. The city is now considered to be a pioneer of strategic municipal management in Kazakhstan. However, the evaluation concluded that the major impact can only be determined after the municipality implements the local development strategy elaborated with EF support.
- An evaluation of the Eurasia Foundation/World Bank community development program in Azerbaijan indicated that pilot projects in rural Azerbaijani municipalities served as a unique model of community development, especially in those instances where municipal leaders were both active community members and had a stake in pursuing the best interests of their communities. Moreover, local municipal leaders were able to play a key role in mobilizing community members to actively participate in the decision-making processes of their municipalities.

Baseline Evaluations

The Foundation conducted the following baseline evaluations: 1) assessment of needs and niches for sustainable, rural, ecological tourism development (eco-tourism) in Kazakhstan; 2) creation of a framework for the joint EF/YUKOS initiative in Russia; and 3) identification of niches for EF to support socially active schools in Georgia.

- Based on the results of the eco-tourism evaluation, our Kazakhstan country office designed a pilot program of four projects to develop eco-tourism, raise capital for small business development in remote regions, and contribute to the preservation of natural resources. The evaluation was key to providing the rationale for raising over $40,000 to proceed with this program. Upon evaluation of the outcomes of the pilot program, the Kazakhstan country office will design a full-scale intervention to promote eco-tourism development in the country.
- The baseline evaluation for the joint Eurasia Foundation/YUKOS initiative to develop small businesses and energize local communities in provincial Russia identified the most critical problems that small enterprises face and defined the most favorable sectors in which to create small businesses. The evaluation formulated strategies for developing local SME support infrastructure and identified priorities for the second stage of the program.
- In Georgia, the socially active school evaluation was presented to stakeholders including USAID. The findings identified several niches for the Foundation's work, and our efforts to work in this new program area in Georgia were applauded by our colleagues at USAID.

SWOT Analyses for Potential Institutional Development Grants

In Kazakhstan, an assessment of EF grantee Corporate Fund Business Incubator *SodBi* was performed to determine how to improve and expand its operations and increase revenue. The Business Women's Association of Kazakhstan also received a SWOT assessment to determine ways to improve the management of a nationwide business association and increase its effectiveness. Three candidates for institutional development grants were evaluated in Russia: the Community Foundation in Tyumen, Arkhangelsk NGO Support Center "Garant," and Saratov State Agricultural Academy. These evaluations paved the way for 3 institutional development grants totaling $299,296. Two potential institutional development grantees were evaluated in Georgia—the Caucasus School of Business and the European Management School, resulting in 2 grants totaling $97,313.

The Eurasia Foundation made 4 grants to build local evaluation capacity in the region: In Kyrgyzstan, funds were provided to the local association of trainers, ASSIMO, to train 25 non-commercial professionals on evaluation. The training resulted in establishing a local consulting company, the Bureau for Monitoring and Evaluation, with a cadre of evaluation professionals. This grantee also published the first handbook on local trends and opportunities in the field of evaluation in Kyrgyzstan. The Kazakhstan country office made a grant to the Novosibirsk Center for Support of Civic Initiatives to evaluate a cluster of projects on building up capacity for citizen advocacy. The grantee is developing sets of indicators which can be used by both NGOs and donors to implement a comprehensive assessment of recent advocacy campaigns in Kazakhstan. The resulting analysis will be used to develop best practices and recommendations for increasing the efficiency of NGO advocacy projects. In Uzbekistan, a grant was made to the Center of Informational and Socio-Marketing Research, Kokhand, to establish a network of

evaluators. In Russia, the Novosibirsk Mass Media Center received a grant to develop evaluation methodology and evaluate social programs funded by local businesses. Increased evaluation capacity should help both local and international organizations better to understand and improve their work.

The evaluation staff have visited and conducted hands-on evaluation training with the staff in the Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, and Russia offices. Seven people from field offices attended a two-week evaluation training course at Carlton University in Ottawa, Canada which was organized by the World Bank.

Findings of Major Foundation-wide Evaluations

To assess better the value of investments in civil society projects, the Foundation is conducting Foundation-wide evaluations of programs in support of community development and independent media. In addition, an e-government/information technology evaluation has been completed in Russia, Georgia, Armenia, and Kyrgyzstan. As the final reports are still in draft, this report describes below two of those evaluations: e-government and independent media.

- E-Government Evaluation: This evaluation focused on three goals. The first goal was to obtain an understanding of the impact of specific Internet Communications Technology (ICT) and other internet applications as they affected the delivery of municipal services and/or the involvement of local citizens in public policy. The second goal was to identify quantifiable indicators that will improve the measurement of e-government grant programs. Finally, we needed to identify how the Foundation can build on and improve its support of municipal e-government initiatives.

  The evaluation identified a number of exciting outcomes. The Armenian Municipal Information Centers (MIAC), the Foundation's most mature e-government program, produced the most palpable impact. These centers created an automated budget planning system that allowed the government to increase its revenue collection efficiency from 70 percent to 95 percent in three years. Automation of the citizen inquiry process eliminated paperwork and reduced response times from more than three weeks to two days.

  In Kyrgyzstan, the Foundation and the Urban Institute jointly implemented a program to introduce municipal finance and public property management systems. The program created a better system for the municipal administrators to value municipal property and conduct transparent auctions to rent and sell property. In the city of Balykchi, this system generated more than 5 percent of the budget revenues collected locally. It also helped the city understand the cost of managing public property, which stimulated a policy to privatize residential buildings.

  In Georgia, where the Foundation ran a competition to create social, economic and legal information centers, the availability of local and national legislation and

the distribution of related bulletins helped local citizens avoid corruption and stimulated public involvement in city council budget hearings.

Finally, in Obninsk, Russia, the city's transparent budget helped attract foreign direct investment to the region. German and Yugoslav firms made investment decisions based on an understanding of the city's financial situation and its ability to afford tax incentives for new manufacturing sites.

- Independent Media Evaluation: In the Foundation-wide evaluation of programs to support independent media, we focused on three goals. First, the Foundation wanted to identify the most effective models of EF support to independent media and to summarize the most typical mistakes. Second, we defined factors which predetermined the success of our most effective projects and identified lessons from projects that did not work. Finally, we sought to determine whether there is a specific program niche for EF media interventions and to provide recommendations to the Foundation's field offices for future media programs.

  The final evaluation report identified the following findings, which will be used for internal dissemination and discussion to improve our support to independent media.

  1. Providing multiple-year funding to small-scale media advocacy organizations (or directly to media outlets) which have already received funding from other technical assistance programs is the most effective model. Effective interventions vary from drafting an alternative law on media to establishing a system of independent media-ratings; however, every project should incorporate an institutional development component in addition to direct project-related activities.
  2. Organizations which received multi-year support and intensive assistance from Foundation staff proved to be considerably more successful than those receiving one-time financial aid.
  3. Media grant projects evaluated which received only one-time funding from the Foundation (on an average grant level of $20,000) without obtaining technical assistance from other donors were unable to produce sustainable impact or noticeable positive change.
  4. Providing one-time training to journalists covering a specific topic (for example, economics, oil and gas industry, municipal development issues) is the least effective model for our media grants. Other types of one-time training projects (management issues, advertising, programming, or data collection) also demonstrate low impact.
  5. One innovative model of media intervention was discovered: the combination of a grant and a loan directly to a media outlet (namely a TV station). This model appears to be highly promising and effective.

Grant Results

The Eurasia Foundation systematically collects information about the results of its grants in several broad categories. These categories respond to the foundation's now nine standard indicators.

The nine indicators reflect results at the individual level, organizational level, and societal level. A compilation by country and Strategic Objective of the aggregate statistics based on these indicators for grants closed in FY03 is provided in Appendix C.

Individual level

1.	Number of direct individual beneficiaries	616,817
2.	Number of trainees	46,261
3.	Number of organizational beneficiaries	10,213

Organizational level

4.	Number of new partnerships formed by grantees	1,126
5.	Resources leveraged from counterparts	$3.029.398 million

Societal level

6.	Media products disseminated	5,211
7.	Grantee innovations replicated by others	398
8.	New jobs created	308
9.	New businesses formed	3,990

Additional information on grant results, including outcome statements of select grants is attached as Appendix C.

Plans for FY04

In FY04, the evaluation staff will conduct evaluations of Foundation-wide programs in small and medium enterprise development (SME), diversification of economies in post-Soviet mono-cities (one-company towns), capacity building to advocate for public policy reform, and cross-border cooperation. These fields are among the most appealing areas for potential corporate and private donors, as well as for foreign governments. The headquarters evaluation department will support FY04 development plans by assessing the utility and relevance of Foundation programs in these program areas. This assessment will examine the effectiveness of our program interventions, measure the impact of grant activities on communities and economies in selected NIS countries, and identify the most innovative prospective models for replication and further development.

III. Projects Administered by the Eurasia Foundation

Foundation Projects

In addition to the funds provided directly to beneficiaries through grants, the Eurasia Foundation delivered significant program value through the direct implementation of projects including: the Caucasus Research Resource Centers (Armenia, Azerbaijan, Georgia); the Economics Education and Research Consortium (Ukraine, Russia); the Media Strengthening Program (Armenia); the Media Viability Fund (Russia, Ukraine); and the Small Business Loan Program (Armenia, Ukraine). The Foundation also performed non-grant program work such as public policy mentoring and management training (Armenia, Azerbaijan and Georgia) and regional media seminars in the Ferghana Valley (the Kyrgyz Republic, Tajikistan, Uzbekistan).

Highlights of the Foundation's major projects are below.

Caucasus Research Resource Centers (CRRC)

The Caucasus Research Resource Centers project is a partnership between the Eurasia Foundation and the Carnegie Corporation of New York. CRRC aims to create a network of resource and training centers across the South Caucasus to strengthen efforts by social science researchers in exploring topics relevant to contemporary public policy formation. Initial funding of $560,000 was received from the Carnegie Corporation in fall 2001 to launch the project. The project secured renewal funding of $1.8 million from Carnegie in March 2003, which will extend the project to February 2005. The Carnegie Corporation's stated intention is to fund the program, if successful, over a period of several years.

As of June 2003, the Caucasus Research Resource Centers were staffed and open for researchers from all types of organizations, including academic, NGO, and public sector institutions in the South Caucasus. In addition to library facilities focused on a growing collection of literature on economics, sociology, and demography, there are eight computers in each center. The centers were to be officially opened in ceremonies at the beginning of FY04.

With the recommendation of an independent evaluator who conducted group and individual interviews in Tbilisi, Yerevan, and Baku in early 2003 with over 100 members of the local research and policy community, CRRC has embarked upon a new data initiative which strives to improve data access, data quality and data collection among researchers in the Caucasus. Training programs began during FY03 and will continue into FY04 on a series of methodology practices including 1) sampling development, 2) questionnaire design, 3) interviewer training and field procedures, and 4) data coding and archiving. Data collection is expected to take place during FY04 on a variety of social, economic, and demographic issues for which little reliable data currently exists. With appropriate training in quantitative methodology and the collection of formerly unavailable data, researchers connected with the Centers will be able to conduct formal quantitative analyses that can lead to public policy recommendations.

Economics Education Research Consortium (EERC)

The Economics Education and Research Consortium (EERC) was established in 1996 by a small group of donors—the Eurasia Foundation, the Ford Foundation, and the World Bank—as a means of collecting and focusing donor resources and the expertise of the international economics community in order to create sustainable local capacity for economic research and training in Russia, Ukraine, and the other successor countries of the Soviet Union.

EERC's two main activities have been the promotion of:

- The Moscow-based research network serving economists in Russia and the other former Soviet republics (www.eerc.ru), and
- The Master's Program in Economics at the National University "Kyiv-Mohyla Academy" in Ukraine (www.eerc.kiev.ua).

In FY03, in addition to carrying out its core activities, EERC made substantial progress in its plans to "indigenize" its two major programs, that is, to transform them into sustainable local institutions. Simultaneously, it completed preparations to "spin off" from the Eurasia Foundation as an independent organization.

EERC's Moscow-based Research Network

During the seven years of its existence, EERC has created and managed a research network spanning the former Soviet countries. Through a unique combination of grantmaking, rigorous peer review, targeted methodological training, and investment in electronic research infrastructure (providing access to publication outlets, literature, data, and professional communication), the network has changed the way economics research is conducted in the region, building individual research capacities across the region with the intent of enhancing the role of modern economics in the policy design process and the public debate.

Since 1996, the network has funded more than 200 research projects at a total amount of about $2 million supported and trained hundreds of researchers, published more than 100 research papers and organized dozens of seminars, research workshops, policy roundtable meetings and conferences. In FY03, the network awarded 38 new grants, totaling $279,530, to researchers in Russia (24), Ukraine (7), Belarus (2), Kazakstan (2), Kyrgyzstan (2), and Georgia (1).

During 2003, EERC took steps to raise the network's impact on the public policy debate and the reform of economics education. Funding from USAID, the Carnegie Corporation, the Swedish and Finnish Governments, the World Bank, and the Global Development Network has supported the network's further entrenchment into the local economics research and policy systems. The following specific actions have been taken to address these strategic objectives:

(i) ***Regionalization***. EERC invested significant resources in the improvement of regional network members' access to modern literature, data, and experts. Two new elements of our electronic networking infrastructure were piloted during this period: the Data Exchange Center (www.eerc.ru/data) and the CIS Regional Window on the GDNet website (www.gdnet.org/cis) - a gateway to publications, institutional and individual profiles and research news originating in the CIS. EERC's Library Online www.eerc.ru/library is being extended to include access to Elsevier resources on www.sciencedirect.com.

(ii) ***Bridging Research and Policy.*** In 2003, the Global Development Network asked EERC to lead its global research project "Bridging Research and Policy," which seeks to increase the policy relevance of social science research and facilitates the uptake of research into policymaking at the level of developing and transition nations. The project is expected to unfold in the course of 2003-2005, with the final findings and practical recommendations presented at the GDN annual conference in January 2006. EERC also served as the Russian secretariat of the USAID-funded Think-Tank Partnership Project (www.ttpp.info), which facilitates collaboration among Russian think-tanks and those in Central and Eastern Europe and the industrialized world.

(iii) ***Cooperation with Other "Centers of Excellence."*** To improve the chances for long-term capacity building in the former Soviet countries, EERC continued to pursue closer cooperation with other "centers of excellence" in the region. The EERC network is seeking to establish an institutional alliance (or a single institution) with the New Economic School and the Center for Economic and Financial Research in Moscow.

The EERC Master's Program at Kyiv-Mohyla Academy

The EERC Master's Program consists of a rigorous two-year academic curriculum, comparable to that of leading Western universities and taught in English by an international faculty. The program at Kyiv-Mohyla Academy is by far Ukraine's largest and only in-country source of modern well-trained economists. In June 2003, the M.A. Program at NaUKMA graduated its sixth class: 52 students successfully defended their theses, bringing the total number of graduates to 217.

Since 1996, the Master's Program has:

- Graduated 217 M.A.'s (six classes) and enrolled two more cohorts. In the fall of 2003, 43 new students began their first year of studies, and 46 returned for their second, bringing total number of students to 89;
- Placed approximately 30 percent of graduates in policy-related positions in Ukraine, about 25 percent in the private sector, and about 45 percent in postgraduate programs abroad;
- Brought back 15 Western-trained Ukrainian Ph.D.'s and doctoral students—and three Ph.D.'s from other transition countries (Bulgaria, Russia, Poland)—for short- and long-term teaching and research assignments.

Having established a well-regarded teaching program in Kyiv, EERC and NaUKMA are now focused on embedding the program firmly in Ukraine. On March 6, 2003, management of the Consortium and the university presented a three-year business plan to the Master's program's core donors (the Eurasia Foundation, Open Society Institute, the Swedish Foreign Ministry, and the World Bank.) The business plan outlines a strategy for "indigenizing" the Master's Program over the next three years, so that by the beginning of the 2006-07 academic year the Master's Program will be largely staffed by Ukrainian faculty, managed by the university, and financed by local sources. On the basis of this plan, the assembled donors made commitments of continued support for three more years.

Indigenizing the program will entail (1) integrating the school within the host institution's academic structure and gradually devolving management responsibility to the Academy; (2) developing local sources of financing; and (3) replacing most (but not all) Western visiting faculty with qualified faculty from the region—all the while maintaining high academic standards. During FY03, EERC and Kyiv-Mohyla Academy made progress in all these areas.

- The EERC-NaUKMA joint "Action Committee" held a series of meetings, issued its initial recommendations, and became a standing body responsible for planning the transfer of the Master's Program into the administrative and academic structure of Kyiv-Mohyla Academy;
- Tuition fees were introduced in fall 2002 and expanded in fall 2003;
- EERC and NaUKMA collaborated closely and successfully in local fundraising, bringing in $240,000 from Ukrainian donors: Interpipe Group, a large industrial manufacturer based in Dnipropetrovsk, and the National Bank of Ukraine;
- Increasing numbers of Ukrainian faculty teach in the Master's Program: eight Ukrainians taught 38 percent of the economics courses in 2002-03 and fourteen have been recruited to teach 56 percent of the courses in 2003-04.

A milestone in the Kyiv program's development was the hiring of Valentin Zelenyuk (Ph.D., Oregon State, 2002), one of perhaps a dozen Western-trained Ph.D. economists from Ukraine, as a full-time assistant professor in fall 2002. A crucial element of indigenization is fostering a research culture that will attract and help retain young Ukrainian faculty like Prof. Zelenyuk. To do this, EERC and the NaUKMA must foster an academic environment that offers rewarding research opportunities in Kyiv.

During the 2002-03 academic year, EERC, NaUKMA, and several of the world's leading institutes of empirical transition economics[1] took an important step by launching a major research initiative at Kyiv-Mohyla Academy—the Ukrainian Longitudinal Monitoring

[1] The following partner institutions will contribute not only human capital but at least $15,000 to the project during the first year: the Institute for the Study of Labor (IZA), Bonn; the Centre for Economic Reform and Transformation (CERT), Heriot-Watt University; the William Davidson Institute, University of Michigan School of Business; the Rhine-Westphalia Institute for Economic Research (RWI), Essen; and the LICOS Centre for Transition Economics, Catholic University of Leuven.

Survey. The survey is housed at the EERC-NaUKMA research center under the direction of two EERC faculty: Hartmut Lehman, Centre for Economic Reform and Transformation (CERT), Heriot-Watt University, and Irina Lukanyenko, Deputy Dean of the NaUKMA economics department. The NaUKMA-based labor group is associated with a larger research effort that covers several transition countries in central Europe and the former Soviet Union.

Data collection began in April 2003 and the first useable data set became available to researchers in fall 2003. Although the first data set has just become available, there is already some research in progress as well as projects planned for the coming year, namely:

(a) *Social safety nets and the duration of unemployment in Ukraine* – Olha Kupets (NaUKMA);
(b) *The impact of trade liberalization on employment in Ukrainian manufacturing* – Atanas Christev (CERT / EERC Visiting Faculty), Olha Kupets (NaUKMA) and Hartmut Lehmann (CERT / EERC Visiting Faculty);
(c) *Returns to education in Ukraine* – Klara Sabirianova (William Davidson Institute, University of Michigan / Urals State University, Yekaterinburg), Yuriy Gorodnichenko (University of Michigan / EERC alumnus);
(d) *Job creation and job destruction in Ukraine* – David Brown (CERT / EERC Visiting Faculty) and John Earle (Upjohn Institute / Central European University);
(e) *The incidence and cost of job loss in Ukraine* – Hartmut Lehmann (CERT / EERC Visiting Faculty) and Jonathan Wadsworth (London School of Economics);
(f) *Poverty in Ukraine* – Hartmut Lehmann (CERT / EERC Visiting Faculty) and Serhiy Stetsenko (EERC alumnus);
(g) *Consumption patterns of Ukrainian households* – Hartmut Lehmann (CERT / EERC Visiting Faculty) and Serhiy Stetsenko (EERC alumnus).

Administrative Changes

To streamline operations and advance toward sustainable in-country operations, the Eurasia Foundation launched EERC as an independent organization, effective October 1, 2003. EERC has closed its office in Washington, D.C., retaining just one staff person in Washington who is involved in oversight of the Russia program, training, fundraising, and donor reporting. The D.C. position will be eliminated in spring 2004.

EERC is now governed by its own Board of Trustees, which bears legal and fiduciary responsibility for the Consortium and oversees its activities. The Board is co-chaired by Anders Åslund, Director of the Russian and Eurasian Program, Carnegie Endowment for International Peace, and Bill Maynes, President of the Eurasia Foundation. The Board includes several senior representatives of Western donor organizations, as well as senior officials from the Ukrainian government.

A new Kyiv program director was hired in spring 2003. Andrew Masiuk took up the position on June 1, 2003. Mr. Masiuk has extensive management and teaching experience in both Ukraine and the United States. Having served as Director General of the International Management Institute in Kyiv from 1992 to 1997 and having taught at the institute since 1990, he is intimately familiar with the Ukrainian academic world, university administration, and the challenges of integrating new curricula and course content into local institutions. With Ulrich Hewer's return to the World Bank at the end of his two-year assignment as EERC Executive Director, the Kyiv Program Director has become the senior officer of EERC.

External Evaluation

In June 2003, the Eurasia Foundation and Open Society Institute commissioned a comprehensive assessment of EERC's overall impact and effectiveness. Bannock Consulting, a firm based in London, was selected to conduct the evaluation.

The impact assessment of the EERC's two programs was thorough, comprehensive, and highly favorable. Of the Russia program, the evaluators write:

- "Few, if any, research grant competitions anywhere in the world approach EERC's level of efficiency and transparency…The importance of setting a standard for good research is hard to measure in quantitative terms, but our interviews with a wide range of academics and policy-makers left us in no doubt that this represented an outstanding achievement of the Russia program." (p. 5)
- "[T]he Russia Program's online presence at www.eerc.ru is world class, and is as imaginative and well executed as that of any other research network or policy research institute in the world." (p. 5)

The complete evaluations are attached as Appendix E.

Media Strengthening Program (MSP)

In 2001, MSP launched the first independent, commercially viable printing press in Armenia via a combined loan and grant to Gind Printing House in Yerevan. Since then, the number of Gind clients has steadily increased and repayments on the loan have continued.

MSP is currently promoting the establishment of an alternative distribution system for Armenian newspapers. The Open Society Institute's Network Media Program is contributing $80,000 over two years toward the development of the alternative newspaper distribution system. The first $60,000 of this commitment was received in May 2003. The Eurasia Foundation is putting an additional $62,000 into this phase of MSP.

Implementing partners for the alternative distribution system project will be identified through an open competition. The competition was scheduled to be announced in early FY04 in Armenia, and eligible organizations interested in taking part in the competition were to be invited to submit letters of interest to the Eurasia Foundation Yerevan office.

Gind currently has 34 clients and continues to make payments on its loan from the Eurasia Foundation. As of September 30, 2003, Gind had repaid $208,206 of the original loan of $349,481, leaving an outstanding balance of $141,275.

Media Viability Fund (MVF)

MVF has been a joint project of the Eurasia Foundation and the Media Development Loan Fund (MDLF). The MVF program has provided long-term, low-interest loans coupled with targeted technical assistance to independent media outlets in Russia and Ukraine.

The past six months have been a transitional period for MVF. MDLF and the Eurasia Foundation decided to separate their media programs as of October 1, 2003, and to establish two independent offices. MDLF-Moscow will carry out loan making activities. EF Media will continue providing technical assistance to media companies in Russia, working under the umbrella of the EF-Moscow Regional Office. EF Media has also taken over responsibility for the media-related grant programs of EF-Moscow. With this restructuring, EF-Moscow now has a unified media portfolio as part of its general program structure. Ongoing cooperation with MDLF will continue as both sides find beneficial.

Highlights of 2003

Projects

- Expert Coordinator Dmitri Merezhko, along with Knight Fellow Christopher Wren, conducted a two-day training in Vologda for journalists and editors of the newspaper *Premier*. The seminar covered news selection and methods of presenting materials.

- Program director Dmitri Surnin, together with consultants from the Alexei Konkova Foundation and Vadim Valitskim, worked with *Molodoi Bukovinetz* (Chernovtsi, Ukraine) on redesigning the format of its newspaper.

- Dmitri Merezhko and Dmitri Surnin moderated the process of reworking and repositioning of the Rostov-on-Don newspaper *Krestyanin*. The paper will release its new format in January 2004.

Seminars

- A five-day training seminar in Korolev was attended by 11 people and 6 regional printing companies. The training was conducted by Reuters Foundation consultants Oliver Wates and Anatoly Berbin.

- In September 2003, MVF conducted a seminar on best practices in presenting information in newspapers. The seminar, held in Saransk, was attended by 14 designers and editors from 8 publishing companies.

Partnership Projects

- Together with the IREX-Media program, MVF conducted a seminar for managers of independent regional publishing companies. The results of this project included the formation of an association of independent regional publishers, the core of which consists of MVF clients. Dmitri Merezhko will leave MVF at the end of October to become the acting director of the new association.

Also in partnership with IREX, MVF announced the first all-Russia competition "Newspaper Design—2003," in which visual artists from all over Russia are expected to participate.

Small Business Loan Program (SBLP)

The Small Business Loan Program seeks to generate a more robust small business sector by providing working capital to small and medium sized businesses while offering hands-on training in effective lending practices to its partner banks in Armenia and Ukraine.

SBLP Ukraine

In Ukraine, SBLP currently maintains active partnerships with two banks. During FY03, SBLP approved $1.35 million in loans to 29 companies through its partner banks in Ukraine, creating 101 jobs. Since its inception, the program has approved 115 loans totaling $5.85 million with an average loan size of $50,906 and created a total of 730 new jobs.

Loan losses currently stand at 1.21 percent of disbursed loans, a very low figure when compared to industry norms. Since the Ukraine loan program restarted operations in December 1997, there have been no loan losses.

The Ukraine small business loan program will cease operations on March 31, 2004. Both of the Ukrainian partner banks have agreed to repay the outstanding loan balances and accept 100 percent of the loan loss risk as of April 1, 2004. Both programs will undergo changes in FY04.

SBLP Armenia

In Armenia, SBLP currently has active relationships with three banks. During fiscal 2003, SBLP approved $2 million in loans to 41 companies through its partner banks in Armenia, creating 371 jobs. Since inception the program has approved or disbursed 276 loans totaling $9.5 with an average loan size of $34,470 and created a total of 2,114 new jobs. Loan losses currently stand at 4.69 percent of disbursed loans. This figure is computed prior to the sale of collateral, which is expected to be substantial and will thus reduce the loan loss ratio.

The Eurasia Foundation has concluded an agreement with its partner, the Izmirlian Foundation, to establish a permanent finance company in Armenia. Each foundation has committed to invest up to $1.5 million in the finance company's capital, which will become its loan pool. The actual invested amount is dependent on loan volume.

The small business loan program will transform from its current structure of lending through partner banks into a finance company that lends directly to the borrowers. After a two-year transition period during which the Eurasia Foundation will pay most of the operating costs, the Izmirlian Foundation and any other existing shareholders will assume financial responsibility for the finance company. At that point it is expected that the finance company will have the ability to cover its operating expenses from interest income. The Eurasia Foundation will permanently leave $500,000 of its $1.5 million commitment in the finance company. This amount is derived from funds previously donated by the Lincy Foundation.

The loan list is attached as Appendix B.

IV. Report by Strategic Objective

Report by Strategic Objective

Below is a broad narrative with selected highlights that demonstrates the topical and geographic breadth of Eurasia Foundation activities in FY03, organized by USAID strategic objectives (SOs) 1.2, 1.3, 1.4, 2.1, 2.2 and 2.3. For more detailed information regarding Foundation grants or specific SOs in certain countries or regions, please refer to Appendix D.

Note: Some grants could be classified under several SOs; in such cases a decision was made to classify the grant under the SO category where it had the greatest impact. For example, many of the grants that the Foundation makes in support of economics education or the development of private enterprise also support greater citizen involvement in political and economic decision making because these grants are often made to NGOs. All grants made in the last fiscal year are reported only once, under the most appropriate SO.

SO 1.2 Increased soundness of fiscal policies and fiscal management practices.

Rationale: The difficult economic situation in many NIS countries necessitates sound, consistent fiscal policies. Notwithstanding the progress made in this area through technical assistance and reforms undertaken by the governments of Eurasia themselves, the need for skilled practitioners to implement change remains. Economics, management and business education and training are invaluable to meeting those needs.

Activities: The Eurasia Foundation addresses the challenge of improving fiscal policy and management both through the Economics Education and Research Consortium (EERC) and through its grantmaking programs. In Ukraine and Russia, the EERC builds professional capacity in economics through support for policy-oriented research and graduate-level economics education. For a more detailed program description of EERC, please see the "Projects" section of this report.

In Azerbaijan, the Foundation worked in SO 1.2 through a grant awarded to support the transition towards international standards of financial reporting and control by improving financial transparency, attracting investments and stimulating economic growth. A previous grant created a system of training for private sector accountants. Building upon those activities, the grantee created a system of training for the legislative and executive officials responsible for both introducing and enforcing the aforementioned international standards and regulating business activities. The grantee conducted round table discussions with leading stakeholders to formulate a strategy for reform, and developed a package of recommendations that was submited to the government of Azerbaijan. It then went on to conduct public discussions of these recommendations, and translated international accounting standards into the Azerbaijani language for use by general accounting and legislative staff.

In Kyiv, another grant supporting SO 1.2 was awarded to the Center for Development and Implementation of Economic Reforms to improve the quality of financial management in non-governmental organizations. The grantee created an electronic consultative Internet-site entitled, "Accounting and Taxation for NGOs." In addition, it provided information and consultation to NGOs on questions related to this topic. As a result of these activities, issues and recommendation related to the introduction of new accounting standards for NGOs were analyzed and compiled for use by NGOs in Ukraine. Ultimately, the program facilitated the transition of financial management systems of NGOs for those organizations.

SO 1.3 Accelerated development and growth of private enterprise.

Rationale: Small businesses are increasingly an engine for economic growth and employment in the countries of Eurasia, and are the foundation of a sound market economy. To foster small enterprise development, the Foundation's programs help improve access to credit and provide much-needed business and management training. Foundation programs also help to lower regulatory and bureaucratic hurdles faced by small business owners.

Activities: In support of SO 1.3 in Moldova, a grant to the Union of Inventors and Rationalizators enabled the creation of the Republican Centre for Innovative Entrepreneurship. The Centre trained approximately 600 inventors and authors in the basics of business development and protection of rights. Project staff provided consultations in different aspects of business development, while entrepreneurs were given access to the Internet and office equipment. Through the implementation of this project, innovative entrepreneurship was promoted and entrepreneurs awareness of their intellectual property rights protection was increased.

In Belarus, a grant to the Belarus Union of Entreprenuers and Employers was made to support the development of business associations. Under the grant, the Union provided entrepreneurs with a wide array of consulting services, conducted quarterly monitoring of social and economic indicators of entrepreneurship development, carried out research on current obstacles to private enterprise growth, and submitted the results to the Cabinet of Ministers and Ministry of Economy. The grantee then prepared a draft law "On Unions of Employers" and conducted public hearings on the topic to ensure that the proposed legislation met the needs of Employers Unions. The draft was then submitted for review by the Ministry of Labor and Parliament. In addition, a the grantee organized a series of 18 regional seminars, conducted a round table on Business Associations' activities, and a conference on the private enterprise enabling environment. It then assisted in the creation of two professional associations under the umbrella of the Union. All project materials were widely disseminated through the organization's newsletter, as well as in the mass media. The project strengthened the Union's role in solving private businesses' problems and developed the capacity of private entrepreneurs.

SO 1.4 A more competitive and market-responsive private financial sector.

Rationale: The shortage and expense of capital is one of the chief impediments to the growth of the small business sector in Eurasia. The Foundation's Small Business Loan Program, which operates in Ukraine and Armenia, works through financial intermediaries to provide much-needed capital at a low cost. Through its grant programs, the Foundation also works to assist organizations that have been established to promote sound financial structures and alternatives to commercial capital.

Activities: In Russia, the Eurasia Foundation supported SO 1.4 through a grant to the Stimulus Rural Credit Cooperative, which developed and tested an additional accounting program module to augment the general accounting program used by a number of rural credit cooperatives in Russia. At the time of the grant, special software to meet the needs of rural credit co-operatives didn't exist, and employees did much of their accounting work by hand. The new module greatly simplified the loan and taxation accounting process for credit cooperatives. Based upon the project results, the Russian Foundation for Development of Rural Credit Cooperatives recommended this module to its members.

In the Russian Far East, a grant to the Interregional Marketing Center supported the development of the concept of credit unions in a region which offers entrepreneurs and consumers few financing options. The project team created an informational center to train and provide consultations for entrepreneurs and the general public on the registration and management of credit consumer cooperatives. A series of round tables aided government officials and businessmen in defining practical ways to develop credit for small businesses. This pilot project stimulated the creation of a number of credit cooperatives in the region and made loan funds available to entrepreneurs.

SO 2.1 Increased, better-informed citizen participation in political and economic decision making.

Rationale: Strong citizen collaboration in political and economic life is necessary for the successful transition to democracy and a market economy. In most NIS countries, citizens do not have the knowledge or the opportunity to actively participate in decision making. Restrictions on the free flow of information continue to jeopardize the development of an informed citizenry capable of making their voices heard. Eurasia Foundation grants provide support to citizen lobbying efforts and efforts to increase local capacity in public policy formation.

Activities: In Kazakstan, a grant to improve government transparency was given to the Sobkor Co, Ltd. As part of the Foundation's Open Budget initiative, the grantee increased citizens' understanding of government budgets by producing a series of programs on the preparation and implementation of the budget, and on special interest

line items. This improved the general public's ability to voice their concerns by giving them an improved understanding of how to interpret budgetary documents.

In the Kyrgyz Republic, the Osh Resource Centre of Mass Media was provided a grant in support of SO 2.1 to increase the availability of objective news in the Ferghana Valley by establishing a subscription-based electronic news service. The grantee provided training to journalists in the region, along with financial and editorial support and a means for exchanging information. The project strengthened reporting capacity in Ferghana Valley and increased access to regional news for both local and international audiences.

In Georgia, a series of grants was given to seven independent television stations and six independent radion stations in order to improve citizens' access to complete and unbiased news coverage of candidates for parliament preceeding the November 2003 elections. By allowing the public access to balanced information, the elections were able to take place in a more transparent and fair manner. The thirteen recipients initiated and facilitated open discussions between candidates on relevant issues, improved coverage, and increased citizen participation in the elections, all of which lead to more educated voter choices in the democratic process.

SO 2.2 Legal systems that better support democratic processes and market reforms.

Rationale: While a great deal of important work has been accomplished in establishing the rule of law in NIS countries, bottom up pressure to test these new structures, to provide qualified legal specialists and to offer citizens access to the justice system, is essential if these changes are to have a tangible effect on citizens' lives. The Eurasia Foundation is strengthening legal systems by promoting legal advocacy groups, encouraging alternative dispute resolution, supporting professional legal associations, and supporting citizen efforts to improve the quality of legislation and regulations.

Activities: In order to enable the protection of intellectual property rights in Ukraine, the Foundation gave a grant under SO 2.2 to the Society of Intellectual Property. The grantee organization educated authors and artists about their intellectual property rights and protection mechanisms, and disseminated information to the general public and users about these rights. These activities resulted in the development and implementation of a pilot program on intellectual property rights protection in Dnipropertovsk region that tests the most effective mechanisms of protection and shares findings with other regions in Ukraine. In addition, the program led to a decrease in the number and scale of distribution and use of pirated products in the region, raised demand for licensed products and increased the amount of collected and paid royalties with a special emphasis on royalties paid to Ukrainian authors. The program helped to promote court enforcement of IPR protection cases as rights holders, having been made aware of their rights, began to use the legal system to protect their rights. As enforcement increases, authors have become more interested in patenting inventions and protecting their rights.

In Tashkent, a grant to the Association of Doctors-Volunteer/Revival was made in an effort to protect patients' rights. In a highly innovative program, this project created a mechanism to monitor cases of malpractice in the oblast, and provided legal consultations for the victims of inappropriate treatment by health care workers. Through the new center, information about mistreatment and abuse was broadly disseminated in the media, increasing the publics' awareness of their rights as patients.

SO 2.3 More effective, responsible and accountable local government

Rationale: With the introduction of new laws on local self-governance in many Eurasia countries, the Foundation is taking the lead in assisting NGOs that work to increase citizen participation in public schools, local government budget hearings and oversight over the provision of public services, to name a few.

Activities: In Tajikistan, the NGO Oshtii Milli conducted a training of over 60 local administration officials in an effort to increase the effectiveness and responsiveness of local government. The training, the first such course designed for local officials in many years, addressed issues relating to social and economic aspects of regional management. It was concucted by a former Foundation grantee, and results were monitored as the officials began to apply the lessons learned in the training.

In support of the SO 2.3 in Uzbekistan, a grant was awarded to the Almalyk Mountain Metallurgical Technical School in an effort to increase the quality of legal services delivered by makhallas (local self-governmental bodies). These groups have a strong role in local governance but limited training. As such, the grantee established a "street law school" and a center for conflict resolution in a pilot makhalla, conducted training on legal issues for "sheriffs," and opened a hotline for legal consultations. The experience of the pilot makhalla was then replicated in the other 41 makhallas of the city, thus improving the effectiveness of local leadership.

In an effort to increase the elected city council's ability to review the municipal budget and to raise budget matters' importance in the public debate, a grant was awarded to the Public Assosciation Taraz Initiating Center in Kazakhstan. The grantee trained candidates for the city council on budget procedures in order to bring attention to spending as a political issue, and to increase their capacity for oversight once elected. This grant was awarded as part of the Open Budget initiative in Kazakhstan.

V. Appendices

Appendix A

Expenditure Chart by Strategic Objective

USAID Core III Expenditures
Grant number EMT-G-00-02-00008-00
Period 10/01/02 - 9/30/03

	Russia	Ukraine	Moldova	Belarus	Uzbekistan	Turkmenistan	Tajikistan	Kazakstan	Kyrgyzgtan	Georgia	Armenia	Azerbaijan	Total
ENI-SO-1.2 (Fiscal Policies)	$ 422,172	$ -	$ -	$ -	$ 3,179	$ (16,172)	$ 70,862	$ 47,267	$ (9,106)	$ -	$ 125,637	$ -	$ 643,839
ENI-SO-1.3 (Private Enterprise)	$ 2,856,887	$ 1,124,164	$ 172,132	$ 72,623	$ 722,113	$ 87,932	$ 264,484	$ 468,392	$ 405,900	$ 470,668	$ 572,769	$ 690,754	$ 7,908,818
ENI-SO-1.4 (Responsive Fin Sctr)	$ 327,646	$ -	$ -	$ -	$ 73,928	$ -	$ -	$ -	$ -	$ -	$ (2,560)	$ -	$ 399,014
ENI-SO-2.1 (Informed Citizenry)	$ 3,098,866	$ 1,352,039	$ 152,579	$ 119,679	$ 353,041	$ (2,042)	$ 125,440	$ 688,117	$ 323,057	$ 1,065,829	$ 1,103,674	$ 882,850	$ 9,263,129
ENI-SO-2.2 (Legal Reform)	$ 391,321	$ (48,765)	$ 37,761	$ (114)	$ 26,589	$ -	$ (966)	$ 46,604	$ 77,569	$ 93,434	$ 57,122	$ 270,366	$ 950,921
ENI-SO-2.3 (Local Government)	$ 845,251	$ 380,987	$ 69,133	$ -	$ 77,790	$ -	$ 70,165	$ 16,228	$ -	$ 325,431	$ 142,269	$ 179,463	$ 2,106,717
Totals	$ 7,942,143	$ 2,808,425	$ 431,605	$ 192,188	$ 1,256,641	$ 69,718	$ 529,984	$ 1,266,607	$ 797,419	$ 1,955,362	$ 1,998,911	$ 2,023,433	$ 21,272,438

Appendix B

Loans Disbursed October 1, 2002 – September 30, 2003

EURASIA FOUNDATION SMALL BUSINESS LOAN PROGRAMS (9-30-03)

Anelik Bank, Yerevan

Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Bakery	$25,000	Repaid	$0			$25,000	2
Ashtarak	Greenhouse	$25,000	Repaid	$0		$6,000	$19,000	14
Abovian	Textiles (socks)	$15,000	Charge Off	$0	$14,226	$5,800	$9,200	0
Yerevan	Computer equip. sales & service	$20,000	Repaid	$0		$20,000		4
Aramus (Kotaik)	Bakery and soft drinks	$25,000	Repaid	$0			$25,000	5
Yerevan	Brake shoes and press tools	$25,000	Repaid	$0			$25,000	5
Yerevan	Washing machine manufacturer	$20,000	Repaid	$0		$20,000		16
Arzni (Kotaik)	Bakery and macaroni	$25,000	Repaid	$0		$3,500	$21,500	4
Yerevan	Fast food restaurant	$25,000	Repaid	$0		$2,450	$22,550	4
Yerevan	Shampoo/personal care products	$24,800	Repaid	$0		$24,800		4
Yerevan	Retail pavilion construction	$20,000	Repaid	$0		$20,000		3
Yerevan	Distribution/warehousing	$21,550	Repaid	$0		$16,500	$5,050	2
Gyumri	Bakery	$11,750	Repaid	$0			$11,750	10
Aragjugh	Sheep farm	$12,000	Repaid	$0		$9,000	$3,000	5
Dzoraghpiur	Food processing (jam, tomatoes)	$25,000	Repaid	$0		$25,000		35
Yerevan	Furniture, door, window frames	$24,500	Repaid	$0		$24,500		5
Arzni (Kotaik)	Concrete blocks and plates	$25,000	Repaid	$0		$18,800	$6,200	3

Yerevan	Manf-chandeliers	$23,000	Charge Off	$0	$9,067	$23,000		0
Ararat	Pig farm	$19,000	Repaid	$0		$15,100	$3,900	3
Maralik (Shirak)	Bakery	$23,540	Repaid	$0		$8,500	$15,040	4
Ararat	Dairy farm	$18,750	Repaid	$0		$18,750		3
Gokht	Dairy farm	$19,420	Repaid	$0		$19,420		5
Yerevan	Fast food restaurant	$45,000	Repaid	$0		$23,656	$21,344	2
Jrarat(Shirak)	Dairy farm	$23,000	Repaid	$0		$18,000	$5,000	14
Gyumri	Socks & Stockings Production	$7,000	Repaid	$0			$7,000	0
Yerevan	Open air cafe	$45,850	Repaid	$0		$30,040	$15,810	4
Dzoraghpiur	Food processing (jam, tomatoes)	$50,000	Repaid	$0		$50,000		5
Gyumri	Socks & Stockings, uniforms	$30,000	Repaid	$0		$1,500	$28,500	5
Gyumri	TV Company	$18,000	Repaid	$0		$18,000		16
Yerevan	Food packaging, cafe	$50,000	Repaid	$0		$44,450	$5,550	4
Hrazdan	Pig farm	$25,000	Charge Off	$0	$4,796	$23,250	$1,750	4
Ararat	Dairy farm	$18,000	Repaid	$0		$16,500	$1,500	4
Yerevan	Furniture, door, window frames	$20,000	Repaid	$0		$2,719	$17,281	3
Abovian	Hotel /Restaurant	$50,000	Repaid	$0		$50,000		2
Gyumri	Sour-cream & curds	$12,800	Repaid	$0		$10,000	$2,800	10
Yerevan	Textiles/ clothes	$35,000	Repaid	$0			$35,000	5
Yerevan	Audio/video equipment	$30,000	Repaid	$0			$30,000	35
Gyumri	Cheese production	$30,000	Charge off	$0	$11,850	$24,000	$6,000	5
Vedy	Pig & Diary farm	$20,000	Repaid	$0		$8,000	$12,000	3

Gyumri	Textile prod.	$30,000	Repaid	$0		$20,000	$10,000	2
Yerevan	Stationary	$16,000	Repaid	$0		$6,020	$9,980	47
Gyumri	Market construction	$40,000	Repaid	$0			$40,000	3
Yerevan	Restaurant	$40,000	Repaid	$0		$40,000		5
Yerevan	Beauty Salon, Dentist, hot dog, tape recording, fax services, legal consult.	$25,000	Repaid	$0		$14,200	$10,800	6
Yerevan	Restaurant	$15,000	Repaid	$0		$12,495	$2,505	2
Yerevan	Cinema&Bar	$45,000	Repaid	$0		$26,980	$18,020	14
Hrazdan	Beef,pork,milk,eggs	$22,000	Repaid	$0		$10,700	$11,300	0
Gyumri	Cafe/restaurant and foodstuffs	$30,000	Repaid	$0		$14,700	$15,300	4
Yerevan	Drug store/services	$15,000	Repaid	$0		$9,300	$5,700	5
Abovian	Glass bottles production	$100,000	Repaid	$0			$100,000	5
Yerevan	Beauty Salon	$25,000	Repaid	$0		$25,000	$0	16
Azatan, Shirak reg	Restaurant/ hotel	$40,000	Repaid	$0			$40,000	4
Yerevan	Super Market	$50,000	Repaid	$0		$25,390	$24,610	4
Dzoraghpiur	Food processing (jam)	$100,000	Repaid	$0			$100,000	4
Yerevan	Textile prod.	$65,000	Repaid	$0			$65,000	3
Yerevan	Food store, bakery	$20,000	Repaid	$0		$20,000		2
Yerevan	Photo Salon	$20,000	Repaid	$0		$20,000		10
Gyumri	Bakery	$12,000	Repaid	$0		$1,900	$10,100	5
Yerevan	Dentistry services	$35,000	Repaid	$0		$35,000		35
Yerevan	Photo Salon	$15,000	Repaid	$0		$15,000		5
v. Voskevaz	Poultry & Pig Farm	$20,000	Repaid	$0			$20,000	3
Gyumri	TV Company	$10,000	Repaid	$0		$6,780	$3,220	0
Gyumri	Dentistry services	$20,000	Repaid	$0		$20,000		3
Yerevan	Restaurant	$100,000	Repaid	$0		$23,000	$77,000	4
Yerevan	Butter packaging	$35,000	Repaid	$0		$1,550	$33,450	3
Yerevan	Bread, lemonade, refrigerator storing	$35,000	Repaid	$0		$23,550	$11,450	5
Talin reg., Katnaghbyur vil.	Cattle, sheep, poultry Farm	$29,000	Repaid	$0			$29,000	4

Yerevan	Fitness center	$25,000	Repaid	$0		$25,000		10
Yerevan	Car service	$40,000	Repaid	$0		$40,000		12
Yerevan	Advertisement neon lamps prod.	$15,000	Repaid	$0			$15,000	0
Gyumri	Diamond production	$35,000	Repaid	$0			$35,000	8
Yerevan	Film shooting	$30,000	Repaid	$0			$30,000	4
Yerevan	Cafe	$20,000	Repaid	$0		$20,000		2
Yerevan	Bakery	$5,980	Repaid	$0		$5,980	$0	14
Gyumri	Socks & Stockings, uniforms	$25,000	Repaid	$0			$25,000	0
Yerevan	Food shop, bakery, agribusiness	$17,000	Repaid	$0		$8,800	$8,200	4
Ashtarak	Greenhouse/flower prod.	$22,000	Repaid	$0			$22,000	5
Ararat	Cattle breeding	$18,000	$49	$49		$16,050	$1,950	5
Yerevan	Shoe production	$40,000	Repaid	$0			$40,000	16
Yerevan	Chemical products consumer	$50,000	Repaid	$0			$50,000	4
Gyumri	Hosiery prod.	$20,000	Repaid	$0		$5,000	$15,000	4
Yerevan	Bar, Restaurant	$6,000	Repaid	$0		$6,000	$0	4
Yerevan	Bread/Lavash/ prod.	$9,000	Repaid	$0		$7,700	$1,300	3
Gavar	Soft drink/bathhouse	$7,000	Repaid	$0		$4,450	$2,550	2
Yerevan	Advertisement neon lamps prod.	$40,000	Repaid	$0		$25,820	$14,180	10
Yerevan	Car service	42120	Charge off	0	35194	42120	0	0
Yerevan	Dairy products	70000	Repaid	0		70000	0	8
Yerevan	Clothes production	16000	Repaid	0		4000	12000	0
Yerevan	Household chemicalproducts	22000	Repaid	0			22000	0
Gyumri	Hosiery prod.	5500	Repaid	0		4300	1200	4
Yerevan	Plastic Capsule production	100000	Repaid	0			100000	29
Yerevan	Bakery	7500	Repaid	0		7500		0

Yerevan	Sewing and designing curtains	25000	Repaid	0			25000	5
Yerevan	Shoe production	27000	Repaid	0			27000	0
Yerevan	Film production	25000	Repaid	0			25000	0
Yerevan	Teahouse and café services	60000	23400	0		60000		20
Yerevan	Air transportation	50000	Repaid	0		50000		3
Yerevan	Bakery	70000	Repaid	0		54000	16000	4
Yerevan	Advertising, construction	15000	Repaid	0			15000	0
Gyumry	Diamond processing	25000	Repaid	0			25000	0
Yerevan	Print services	11000	Repaid	0		11000		0
Yerevan	Dairy products	75000	25000	0		75000		0
Yerevan	Neon advertising	70000	Repaid	0		61000	9000	3
Yerevan	Sewing and designing curtains	$75,000	$43,000	$0			$75,000	0
Yerevan	Polymer products	$35,000	$12,740	$0			$35,000	4
Yerevan	Advertisement boards	$100,000	$78,125	$0		$100,000		5
Yerevan	Tinware production	$15,000	Repaid	$0			$15,000	0
Yerevan	Knitwear production	$30,000	$20,400	$0			$30,000	0
Yerevan	Advertising, construction	$20,000	Repaid	$0			$20,000	0
Yerevan	Restaurant	$125,000	$103,125	$0		$125,000		82
Gyumry	Pharmacy	$40,000	$36,130	$0		$40,000		20
Yerevan	Dry cleaning/laundry	$10,000	$8,500	$0		$10,000		1
Yerevan	Dairy products	$50,000	$34,000	$0		$50,000		0
Yerevan	Household chemical products	$125,000	$111,000	$0			$125,000	0
Yerevan	Clothing production	$35,000	$32,000	$0			$35,000	0
Gyumry	Tinware production	$30,000	$29,000	$0			$30,000	0
Yerevan	Tourism	$35,000	$31,325	$0		$35,000		0
Gyumry	Furniture, door, window frames	$40,000	$36,700	$0			$40,000	10
Gyumry	Hosiery prod.	$18,000	$16,251	$0			$18,000	0
Yerevan	Curtain production	$70,000	$35,000	$0		$40,000	$30,000	5
Yerevan	Footwear production	$80,000	$54,500	$0			$80,000	2
TOTALS/ AVERAGES		**$4,066,060**	**$730,245**	**$49**	**$75,133**	**$1,976,520**	**$2,089,540**	**718**

Lend Bank, Yerevan								
Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	$49,500	Repaid	$0			$49,500	15
Maykovsky (Kotaik)	Men's underwear	$9,800	Charge Off	$0	$8,800	$1,000	$8,800	0
Lernagog	Dairy farm/cheese	$15,000	Charge Off	$0	$8,208	$14,200	$800	0
Hakhstk	Dairy farm/cheese	$10,800	Repaid	$0		$9,600	$1,200	7
Daralik	Dairy farm/cheese	$13,000	Repaid	$0		$10,000	$3,000	7
Yerevan	Compuer sales/serv	$45,000	Repaid	$0		$45,000		4
Yerevan	Fast food rest.	$29,000	Repaid	$0		$16,000	$13,000	0
Yerevan	Barber & Beauty services	$25,000	Repaid	$0		$7,000	$18,000	24
Yerevan	Transportation services	$5,000	Repaid	$0		$5,000		1
Yerevan	Plastic goods	$45,000	Repaid	$0		$3,000	$42,000	8
Echmiadzin, Armavir	Dietetic hen eggs	$50,000	Repaid	$0		$33,750	$16,250	0
Akhtanak	Hen meat	$50,000	Repaid	$0		$1,918	$48,082	4
Lusaghbur (Shirak)	Grain mill	$15,000	Repaid	$0			$15,000	5
Ashtarak	Grain mill	$15,000	Repaid	$0			$15,000	3
Gavar	Wool cleaning	$25,000	Repaid	$0		$8,720	$16,280	20
Yerevan	Smithy	$5,200	Repaid	$0		$5,200		7
Yerevan	Concrete production	$40,000	Repaid	$0		$24,800	$15,200	5
Yerevan	Wallpaper,plastic bags production	$20,000	Repaid	$0		$9,000	$11,000	2
Jraber	Greenhouse	$25,000	Repaid	Repaid		$23,000	$2,000	2
Hrazdan	Grain mill	$15,000	Repaid	$0			$15,000	1
Bourastan	Fish Farm	$25,000	Repaid	$0		$2,000	$23,000	5
Talin	Grain mill	$15,000	Repaid	$0			$15,000	2
Ashtarak	Grain mill	$15,000	Repaid	$0			$15,000	1
Yerevan	Capsules prod.	$84,750	Repaid	$0		$60,000	$24,750	8
Yerevan	Dental prosthesis	$15,000	Repaid	$0		$15,000		8

Sisian	Grain mill	$15,000	Repaid	$0			$15,000	0
Yerevan	Grain mill	$15,000	Repaid	$0			$15,000	0
Yerevan	Trout feed	$49,300	Repaid	$0		$7,300	$42,000	8
Tairov	Drilling prod	$48,000	Repaid	$0		$2,100	$45,900	15
Dilijan	Mineral water	$36,040	Repaid	$0		$6,000	$30,040	4
Yerevan	Wood processing	$20,000	Repaid	$0		$12,860	$7,140	4
Yerevan	Grain mill	$15,000	Repaid	$0			$15,000	0
vil. Arevshat	Grain mill	$15,000	Repaid	$0			$15,000	3
vil. Akounk	Grain mill	$15,000	Repaid	$0			$15,000	0
Tsakhgadzor	Grain mill	$15,000	Repaid	$0			$15,000	2
Yerevan	Grain mill	$15,000	Repaid	$0			$15,000	2
Yerevan	Grain mill	$15,000	Repaid	$0			$15,000	2
Yerevan	Grain mill	$15,000	Repaid	$0			$15,000	0
Yerevan	Grain mill	$15,000	Repaid	$0			$15,000	2
Yerevan	Grain mill	$10,000	Repaid	$0			$10,000	0
Yerevan	Computer sales/serv	$49,525	Charge Off	$0	$25,267		$49,525	0
Yerevan	Barber & Beauty Services	$35,800	Charge Off	$0	$30,925	$35,800		39
Lusaghbur (Shirak)	Grain mill	$49,230	Charge Off	$0	$33,465		$49,230	0
Stepanavan	Dairy/pig farm	$68,000	Repaid	$0	$6,000	$60,000	$8,000	6
Akunk, Kotaik region	Poultry farm	$29,431	Repaid	$0			$29,431	8
Yerevan	Technical ethyl spirit production	$45,500	Repaid	$0		$14,000	$31,500	0
Yerevan	Leather Goods production	$33,902	Charge Off	$0	$5,002	$1,000	$32,902	0
Yerevan	Chandeliers & elements prod	$25,000	Repaid	$0			$25,000	3
Karbi	Canned foods	$30,000	Repaid	$0		$5,000	$25,000	2
Yerevan	Furniture Production	$12,000	Repaid	$0		$3,000	$9,000	3
Echmiadzin, Armavir	Poultry farm	$100,000	Repaid	$0	$3,518	$100,000	$0	15
v. Mekhradzor	Wood processing	$12,600	Repaid	$0		$3,500	$9,100	3

Yerevan	Dental prosthesis	$34,700	Repaid	$0		$24,100	$10,600	0
Bourastan	Fish Farm	$25,000	Charge Off	$0	$20,031		$25,000	4
Yerevan	Bakery	$54,460	Repaid	$0	$22,691	$27,700	$26,760	5
Yerevan	Cloths prod.	$30,050	Repaid	$0	$7,667	$6,000	$24,050	0
Yerevan	Bread	$34,984	Charge Off	$0	$12,000	$34,984		0
Yerevan	Pizzeria, cafe	$25,000	Charge Off	$0	$16,000	$23,000	$2,000	0
Yerevan	Construction &renovation	$59,754	Repaid	$0		$30,000	$29,754	82
Yerevan	Dentistry	$25,020	Repaid	$0		$25,020		20
Yerevan	Paints&Aerosol prod.	$7,000	Charge Off	$0	$18,890	$500	$6,500	1
Vedy, Ararat reg.	Detergent prod.	$10,000	Repaid	$0		$10,000		0
Artashat	Oil of sea buckthorn, peach, rose, etc. prod.	$30,938	Repaid	$0	$0	$13,735	$17,203	0
TOTALS/ AVERAGES		$1,803,284	$0	$0	$208,309	$739,787	$1,063,497	379

Armimpex Bank, Yerevan - Inactive								
Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Yerevan	Plastic Pkg	$41,995	Repaid	$0			$41,995	14
Razdan	Shrinking& packing machine	$49,726	Repaid	$0		$29,000	$20,726	21
Yerevan	Emulsion production	$16,000	Repaid	$0			$16,000	9
Balahovit (Kotaik)	Small-size mills production	$24,700	Repaid	$0		$18,300	$6,400	25
Yerevan	Photo Studio	$25,000	Repaid	$0			$25,000	7
Yerevan	Electric plates for stoves	$14,000	Repaid	$0			$14,000	6
Yerevan	Knitted goods	$25,000	Repaid	$0		$2,800	$22,200	41
TOTALS/ AVERAGES		**$196,421**	**$0**	**$0**	**$0**	**$50,100**	**$146,321**	**123**

Shirakinvest Bank								
Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Gyumri	Medical Center	$14,500	Repaid	$0		$14,500		0
Guimry	Shoes	$97,000	Repaid	$0			$97,000	10
Guimry	Bread&Cafe	$10,000	Repaid	$0		$3,000	$7,000	0
Guimry	Sewing production	$15,000	Charge Off	$0	$7,500	$9,600	$5,400	0
v. Shirakavan	Dairy, pig, sheep farm	$17,000	Charge Off	$0	$7,555	$6,000	$11,000	0
Artik	Cannery/frui t processin	$37,600	Charge Off	$0	$37,600		$37,600	0
Maralik, Shiraki reg	Dairy,cattle, pig farm	$10,000	Charge Off	$0	$6,000	$4,800	$5,200	0
Panic	Pig breeding	$15,000	Charge Off	$0	$11,749		$15,000	0
TOTALS/ AVERAGES		**$216,100**	**$0**	**$0**	**$70,404**	**$37,900**	**$178,200**	**10**

Credit Service Bank

Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	$8,000	Repaid	$0		$8,000		4
Yerevan	Bakery	$9,084	Repaid	$0		$3,849	$5,235	5
Stepanavan, Shagarda district	Cheese prod. Farming	$30,000	Repaid	$0		$30,000		10
Yerevan	Bakery	$10,500	Repaid	$0		$5,870	$4,630	2
Yerevan	Soft drinks	$27,500	Repaid	$0		$5,500	$22,000	3
Vanadzor	Grain Mill	$95,700	$19,800	$0		$85,700	$10,000	29
Kotayk	Poultry	$99,500	Repaid	$0			$99,500	19
Village Arevashogh, Lory	Carpet production	$28,600	Charged off	Charge Off	$16,800	$5,200	$23,400	0
Yerevan	Dentistry services	$28,000	Repaid	$0		$28,000		5
Artashat	Seabuckthorn oil	$81,000	Charged off	Charge Off	$76,000	$61,000	$20,000	0
Gyumry	Polypropylene sack production	$75,000	$18,160	$0			$75,000	32
Shirakamut, Spitak, Lory	Hydro-power plant	$43,000	$9,400	$0		$43,000		6
Yerevan	Bakery	$5,000	Repaid	$0		$5,000		3
Yerevan	Soft drink production	$30,000	Repaid	$0			$30,000	6
TOTALS/ AVERAGES		**$570,884**	**$47,360**	**$0**	**$92,800**	**$281,119**	**$289,765**	**124**

ArmAgroBank

Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Ashtarak	Restaurant, hotel	$30,000	Repaid	$0		$16,792	$13,208	4
Mirak v. Aragatsotn	Dairy farm	$15,000	Repaid	$0		$15,000		10
Kapan	Cannery	$10,000	Repaid	$0			$10,000	0
Shorzha, Gegharkunik reg.	Restaurant, motel	$10,000	Repaid	$0		$10,000		4
Kapan	Bakery	$10,000	Repaid	$0		$8,500	$1,500	5
Geghashen village, Kotayk	Cattle breeding farm	$30,000	Repaid	$0		$5,000	$25,000	6
v. Nor Geghi, Kotayk reg.	Poultry, eggs prod.	$100,000	Repaid	$0			$100,000	4
Vanadzor	Autogen devices prod.	$60,000	Repaid	$0		$20,000	$40,000	12
Yerevan	Jewellery	$15,000	Repaid	$0			$15,000	5
Ashtarak	Cannery	$30,000	Repaid	$0		$7,000	$23,000	46
Yerevan	Car technical services	$20,000	Repaid	$0		$20,000		7
Sevan, Gegharquniq marz	Rest zone	$25,000	Repaid	$0		$25,000		0
Meghry, Syunik	Cannery	$25,000	Repaid	$0			$25,000	45
Arzny, Kotayk	Poultry Farm	$100,000	Repaid	$0			$100,000	62
Armavir	Juice production	$40,000	Repaid	$0		$17,000	$23,000	1
Vanadzor, Lory	Printing Services	$30,000	Repaid	$0		$30,000		2
Yerevan	Transportation services	$125,000	$50,400	$0		$125,000		15
Yerevan	Transportation services	$30,000	Repaid	$0		$30,000		0
Ashtarak	Frozen food products	$100,000	Repaid	$0			$100,000	65
Goris, Syunik	Mineral water production	$50,000	Repaid	$0		$50,000		40
Shorzha, Gegharkunik reg.	Restaurant, motel	$15,000	$6,300	$0		$15,000		15
Kapan	Bakery	$15,000	$6,250	$0		$6,750	$8,250	10

Ashtarak	Restaurant, hotel	$60,000	Repaid	$0		$60,000		55
Arzny, Kotayk	Poultry Farm	$65,000	Repaid	$0			$65,000	30
Armavir	Juice production	$45,000	$19,800	$0		$13,000	$32,000	0
Artashat, Ararat	Café	$4,000	$1,280	$0		$3,000	$1,000	0
Meghry, Syunik	Cannery	$25,000	$22,800	$0			$25,000	45
Vanadzor	Autogen devices prod.	$80,000	$54,800	$0			$80,000	0
Ashtarak	Restaurant, hotel	$45,000	Repaid	$0		$45,000		65
Yerevan	Transportation services	$42,000	$35,500	$0		$42,000		0
Kapan	Dairy products	$40,000	$37,000	$0		$20,200	$19,800	0
Gyumry, Shirak	Polypropylene sack production	$90,000	$82,287	$0			$90,000	0
Yerevan	Preserve jar caps	$45,000	$30,000	$0			$45,000	22
Geghashen village, Kotayk	Cattle breeding farm	$30,000	$28,930	$0		$6,500	$23,500	5
Meghry, Syunik	Cannery	$40,000	$38,800	$0			$40,000	38
Goris, Syunik	Machinery production	$60,000	$60,000	$0		$17,442	$42,558	13
Sevan, Gegharquniq marz	Camping zone	$10,000	$5,000	$0		$10,000		11
Sisian, Syunik	Grain Mill	$10,000	$10,000	$0			$10,000	6
Aghavnadzor Vayots Dzor	Winery	$30,000	$30,000	$0		$6,150	$23,850	0
Gyumry, Shirak	Hothouse farming	$45,000	$45,000	$0		$45,000		7
Ashtarak	Restaurant, hotel	$90,000	$90,000	$0		$90,000		25
Vanadzor, Lory	Bakery	$80,000	$80,000	$0			$80,000	0
Armavir	Juice production	$80,000	$80,000	$0		$75,000	$5,000	3
Yerevan	Laundry and dry-cleaning	$35,000	$35,000	$0		$35,000		6
Yerevan	Window and door production	$125,000	$0	$0			$125,000	0
TOTALS/ AVERAGES		**$2,061,000**	**$849,147**	**$0**	**$0**	**$869,334**	**$1,191,666**	**689**

Inecobank

Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Ashtarak	Hothouse farming	$10,000	Repaid	$0		$10,000		0
Mirak v. Aragatsotn	Yerevan	$70,000	$18,890	$0			$70,000	2
Yerevan	Cargo transportation	$30,000	Repaid	$0		$30,000		3
Yerevan	Meat processing	$40,000	$15,000	$0		$5,000	$35,000	9
Yerevan	Dental clinic	$25,000	$20,031	$0		$20,000	$5,000	3
Gyumry, Shirak	Grain mill	$30,000	$12,000	$0			$30,000	0
Yerevan	Pharmacy	$32,000	$21,600	$0			$32,000	4
Vanadzor, Lori	Grain mill	$70,000	$27,320	$0			$70,000	12
Yerevan	Dairy products	$10,000	$1,000	$0		$5,800	$4,200	5
Yerevan	Medical services	$35,000	$22,691	$0		$35,000		0
Yerevan	Dental clinic	$10,000	$7,667	$0		$7,000	$3,000	4
Yerevan	Meat processing	$20,000	$18,500	$0		$7,200	$12,800	10
Yerevan	Confection	$20,000	$20,000	$0			$20,000	2
Jraber, Kotayq	Hothouse farming	$20,000	$20,000	$0		$10,000	$10,000	7
Yerevan	Soft drink production	$45,000	$45,000	$0		$5,000	$40,000	6
Yerevan	Medical services	$8,000	$8,000	$0		$8,000		0
Yerevan	Dental clinic	$25,000	$24,310	$0		$25,000		4
Yerevan	Construction services	$100,000	$0	$0			$100,000	20
TOTALS/AVERAGES		**$600,000**	**$282,009**	**$0**	**$0**	**$168,000**	**$432,000**	**91**

Total Armenia SBLP	**$9,513,749**	**$1,908,761**	**$49**	**$446,646**	**$4,122,760**	**$5,390,989**	**2,134**

EURASIA FOUNDATION UKRAINE SMALL BUSINESS LOAN PROGRAM (9-30-03)

Aval Bank- Kyiv - Inactive

Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Brovari	Mayonnaise	$25,000	Repaid	$0		$25,000	$0	12
Kharkiv	Thermostats	$25,000	Repaid	$0		$25,000	$0	15
Kyiv	Sausage	$50,000	Charge Off	Charge Off	$45,692	$50,000	$0	0
Belaya Tserk	Sausage	$50,000	Repaid	$0		$50,000	$0	17
Kharkiv	Bakery	$20,000	Repaid	$0		$20,000	$0	5
Dnipropetrov	Computer assembly	$50,000	Repaid	$0		$50,000	$0	9
Donetsk	Yogurt	$50,000	Repaid	$0		$50,000	$0	27
Kharkiv	Book publisher	$50,000	Repaid	$0		$50,000	$0	16
Zaporizhia	Butter and casein	$50,000	Charge Off	Charge Off	$25,000	$50,000	$0	0
TOTALS/AVERAGES		$370,000	$0	$0	$70,692	$370,000	$0	101

Bank Agio- Kyiv

Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Kyiv	Travel Agency	$60,000	Repaid	$0		$60,000	$0	20
Kyiv	Car wash	$6,600	Repaid	$0		$5,575	$1,025	0
Kyiv	Shoe production	$100,000	Repaid	$0		$0	$100,000	45
Kyiv	Photo services	$100,000	Repaid	$0		$100,000	$0	2
Kyiv	Food stores, pharmacy, beauty salon	$60,000	Repaid	$0		$60,000	$0	20
Kyiv	Nut prossessing	$13,200	Repaid	$0		$0	$13,200	2
Kyiv	Lumber processing	$30,000	Repaid	$0		$0	$30,000	6
Kyiv	Shoe Maker	$50,000	Repaid	$0		$0	$50,000	30
Kyiv	Lumber processing	$93,528	Repaid	$0		$93,528	$0	15
Kyiv	Telecommunications	$35,000	Repaid	$0		$35,000		10
Kyiv	Drug stores	$85,000	Repaid	$0		$45,000	$40,000	10
Kyiv	Gynecological practice	$33,000	Repaid	$0		$33,000	$0	14
Kyiv	Pharmacy, stores, hairdresser's	$100,000	Repaid	$0		$97,000	$3,000	10
Kyiv	Printing house	$70,000	$6,364	$0		$70,000	$0	7
Kyiv	Food stores	$22,000	Repaid	$0		$22,000	$0	9
Kyiv	Printing house	$30,000	$2,727	$0		$10,000	$20,000	5
Kyiv	Photo Services	$100,000	$12,903	$0		$100,000	$0	2
Kyiv	Milk processing	$100,000	$13,333	$0		$39,814	$60,186	5
Kyiv	Aluminum constructions	$80,000	$16,970	$0		$0	$80,000	4
Kyiv	Food distribution	$47,000	$10,444	$0		$47,000	$0	5
Kyiv	Food stores	$19,000	$5,758	$0		$19,000	$0	3
Kyiv	Polymer packaging	$90,000	Repaid	$0		$90,000	$0	10
Kyiv	Lumber processing	$67,980	$26,768	$0		$67,980	$0	8
Kyiv	Gynecological practice	$40,000	$25,714	$0		$40,000	$0	3
Kyiv	Milk processing	$45,000	$21,818	$0		$35,800	$9,200	5

Kyiv	Pharmacies	$55,000	$35,444	$0		$55,000	$0	6
Kyiv	Drug stores	$37,729	$10,864	$0		$37,729	$0	4
Kyiv	Photo Services	$40,000	$27,619	$0		$40,000	$0	3
Kyiv	Printing house	$50,000	$28,788	$0		$50,000	$0	7
Kyiv	Food stores	$35,000	$24,394	$0		$35,000	$0	3
Kyiv	Printing house	$31,000	$24,000	$0		$31,000	$0	5
Kyiv	Photo Services	$30,000	$27,221	$0		$30,000	$0	2
Kyiv	Cable TV	$86,696	$64,422	$0		$86,696	$0	8
Kyiv	Advertizing, printing	$55,000	$44,980	$0		$55,000	$0	5
Kyiv	Passengers transportation	$45,000	$35,000	$0		$45,000	$0	4
Kyiv	Manufacturing of plastic items for construction, sunflower seeds	$23,800	$19,240	$0		$23,800	$0	3
Kyiv	Pre-printing, printing and publishing	$70,000	$61,800	$0		$70,000	$0	2
Kyiv	Transportation	$50,000	$46,849	$0		$50,000	$0	6
Kyiv	items	$31,700	$28,245	$0		$31,700	$0	3
Kyiv	Pre-printing, printing and publishing	$45,000	$33,750	$0		$45,000	$0	4
Kyiv	Furniture, glass, plastic &alum prods	$113,484	$30,000	$0		$113,484	$0	8
Kyiv	Electrical and cable prod & install	$54,000	$113,484	$0		$54,000	$0	2
Kyiv	Trade and service of bio-toilets	$30,000	$30,300	$0		$30,000	$0	1
TOTALS/AVERAGES		**$2,360,717**	**$829,201**	**$0**	**$0**	**$1,954,106**	**$406,611**	**326**

VABank- Kyiv, Lviv, Odessa

Location of Business	Activities	Amount Given	Balance (30.09.03)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Kyiv	Warehousing, cargo, trade equipment	$80,000	Repaid	$0		$80,000	$0	8
Lviv	Dental services& equip	$50,000	Repaid	$0		$0	$50,000	3
Dubliany	Water production	$80,000	Repaid	$0		$74,900	$5,100	15
Lviv	Dental Services	$50,000	Repaid	$0		$0	$50,000	3
Lviv	Transportation, tourism	$75,000	Repaid	$0		$75,000	$0	6
Boiarka	Ventilation systems	$100,000	Repaid	$0		$75,370	$24,630	30
Lypivka	Pet forms for bottles	$47,000	Repaid	$0		$0	$47,000	5
Lviv	Blinds production, retail trade	$40,000	Repaid	$0		$0	$40,000	3
Lviv	Production of furniture	$40,000	Repaid	$0		$10,000	$30,000	6
Brukhovychi	Hotel, restaurant	$50,000	Repaid	$0		$50,000	$0	7
Lviv	Printing, publishing	$50,000	Repaid	$0		$50,000	$0	9
Lviv	Heating, water, sewage and gas systems	$50,000	Repaid	$0		$0	$50,000	15
Kyiv	Warehouses, cargo delivery	$70,000	$1,945	$0		$70,000	$0	2
Kyiv	Cafe	$15,000	Repaid	$0		$15,000	$0	0
Kotsubynske	Foil production	$100,000	Repaid	$0		$0	$100,000	0
Vasylkiv	Washing liquids and cosmetic items production	$100,000	$5,555	$0		$33,000	$67,000	12
Lviv	Transportation, tourism	$100,000	Repaid	$0		$100,000	$0	7
Boiarka	Ventialtion systems	$30,000	Repaid	$0		$30,000	$0	8
Truskavets	Recreation, tourism	$49,000	$11,433	$0		$49,000	$0	9
Lviv	Transportation trucking	$50,000	$12,121	$0		$50,000	$0	6
Kyiv	Warehouses, cargo delivery	$72,000	$20,000	$0		$72,000	$0	5
Kyiv	Production of engine pistons	$30,000	Repaid	$0		$0	$30,000	2
Brovary raion	Processing of agricultural products	$40,000	$11,425	$0		$40,000	$0	7
Lviv	Dentistry	$50,000	$16,667	$0		$0	$50,000	0
Lviv	Transportation	$20,000	$7,273	$0		$20,000	$0	5

Kyiv	Production of envelopes	$120,000	$45,000	$0		$120,000	$0	8
Cherlianske	Transportation	$50,000	$19,697	$0		$50,000	$0	4
Kyiv	Transportation	$25,000	Repaid	$0		$25,000	$0	3
Dubliany	Water production	$50,000	Repaid	$0		$0	$50,000	2
Lviv	Dentistry	$75,000	$31,818	$0		$0	$75,000	3
Brovary	Testing of fire proof qualities	$35,000	Repaid	$0		$35,000	$0	4
Lviv	Special advertisement	$12,000	$1,143	$0		$12,000	$0	2
Kyiv	Café	$15,000	Repaid	$0		$15,000	$0	0
Lviv	Printing house	$40,000	$18,182	$0		$40,000	$0	4
Lviv	Transportation	$25,000	$3,571	$0		$25,000	$0	3
Kyiv	Ventiilation systems	$60,000	$25,720	$0		$30,000	$30,000	5
Lviv	Production of pickles	$50,000	$28,125	$0		$5,000	$45,000	4
Lviv	Processing of milk	$30,000	$16,875	$0		$15,125	$14,875	3
Lviv	Transportation	$20,000	$9,630	$0		$20,000	$0	2
Odesa	Hotel business	$75,000	$32,000	$0		$75,000	$0	10
Lviv	Pharmacies	$10,000	$5,385	$0		$10,000	$0	2
Lviv	Coffee shop	$28,000	$19,250	$0		$28,000	$0	7
Kyiv	Production of blinds and windows	$15,000	$10,000	$0		$15,000	$0	5
Kyiv	Internet provider	$70,000	$39,667	$0		$70,000	$0	2
Kyiv, Vasylkiv	Washing liquids and cosmetic items production	$80,000	$53,333	$0		$80,000	$0	4
Kyiv	Transportation	$8,000	$4,000	$0		$8,000	$0	2
Lviv	Greenhouse	$105,000	$54,684	$0		$105,000	$0	7
Lviv	Transportation	$25,000	$18,269	$0		$25,000	$0	3
Kyiv	Confectionery	$35,000	$23,333	$0		$35,000	$0	5
Brovary raion	Processing of agricultural products	$19,000	$11,875	$0		$19,000	$0	3
Lviv	Cargo delivery	$49,200	$29,474	$0		$49,200	$1,800	4
Lviv	Pharmacies	$15,000	$15,000	$0		$15,000	$0	3
Kyiv	Transportation	$39,000	$13,913	$0		$39,000	$0	3
Kyiv	Production of cardboard packaging	$30,000	$28,571	$0		$30,000	$0	5
Kyiv	Warehouses, cargo delivery	$90,000	$80,000	$0		$90,000	$0	4

Kyiv	Plastic packaging production	$150,000	$100,000	$0		$50,000	$0	5
Lviv	Production of pallets	$15,000	$15,000	$0		$15,000	$0	3
Lviv	Harvesting services	$90,000	$82,174	$0		$90,000	$0	5
Lviv	Restaurant and hotel	$15,500	$15,500	$0		$15,500	$0	2
Lviv	Retail trade of CDs	$10,000	$10,000	$0		$10,000	$0	2
Lviv	Blinds production, retail trade of instruments, wood processing	$18,000	$18,000	$0		$18,000	$0	5
Boryspil	Lumber processing	$100,000	$60,000	$0		$50,367	$49,633	3
Lviv	Dentistry products	$85,000	$71,369	$0		$0	$85,000	4
TOTALS/AVERAGES		**$3,221,700**	**$1,096,977**	**$0**	**$0**	**$2,228,462**	**$895,038**	**318**

Total Ukraine SBLP	**$5,952,417**	**$1,926,178**	**$0**	**$70,692**	**$4,552,568**	**$1,301,649**	**745**

*CE= Capital Expenditures *RM/INV= Raw Materials, Inventory, etc.

Appendix C

Grant Results in FY03

ARMENIA

Armenia | **Total Amount of Grants** | **$44,421.00**
1999 | **Number of Grants** | **1**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	27	Counterpart Funding	$10,400.00	Jobs Created	0
Female Beneficiaries	4	New Partnerships	1	Businesses Formed	0
Organizational Beneficiaries	62	Innovation Replications	0		
Male Trainees	0	Media Products	3		
Female Trainees	0				

Example Outcome Statements

Y997037 Armenian Association of Winemakers

Due to the favorable climate, the South Caucasus countries have always produced good wine and grapes. However, the economic crisis, the unfavorable legislation governing the sphere, instability of internal markets and the lack of adequate business skills have brought the winemaking and grape growing industries to a harsh decline. As these problems are equally experienced in all three countries of the South Caucasus, the Armenian Association of Winemakers (AAW) decided to address the situation by uniting the efforts of three professional organizations from Armenia, Azerbaijan, and Georgia. Collectively, they studied strategies for entering international markets, increasing exports, and improving legal regulations. AAW created databases on wines, grapes and climatic conditions throughout the region, and posted them on the AAW web-site: http://www.arwine.am. In addition, they translated all legislative material accepted by the European Union and adopted them in accordance to each country's specific needs. Principles for regional cooperation were suggested and government policies discussed during a two-day business forum in Yerevan. Discussion outcomes and policies were adopted by winemakers and parliamentarians from each country. Consequently, the new legislation has created a favorable environment for local producers. It has stimulated investment and increased volumes of export. These activities have created a constructive dialogue and a network base among the neighboring South Caucasus countries. The mechanisms created for the cooperation of associations of winemakers, will lead to the step-by-step entrance of South Caucasus countries into world economy.

Armenia | **Total Amount of Grants** | **$31,360.73**
1999 | **Number of Grants** | **1**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	19	Counterpart Funding	$14,680.00	Jobs Created	0
Female Beneficiaries	30	New Partnerships	7	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	15	Media Products	25		
Female Trainees	29				

Example Outcome Statements

Y985439 EAST-WEST Cross-Cultural Communication Center

Prior to the establishment of the East-West Center, photojournalism was no more than a fancy concept among Armenia's media circles. Newspapers regularly published sub-standard pictures, often relying on amateur photographers, while illegal reprints of photos were routine. Few, if any, bothered with copyrights. In addition to providing training to some 50 new photographers, the East-West Center fast developed a working infrastructure for photojournalism. A leading-edge training studio was created, doubling as an income-generating workshop. Then came a Web site (www.photoactif.am), which featured archives of the Center's output and facilitated contacts with photojournalist abroad. The Center also has launched a competition for photographers and organized group exhibitions. Their production (photos, postcards, posters, calendars) significantly raised the quality of market standards. Today, many of the program's goals have been realized, as the evidence regularly appears in the pages of Armenia's print media. More and more East-West Center trainees are being hired by mainstream papers and magazines, while some have gone on to jump-start Armenia's tourist-publication industry: in recent years, there has been an enormous improvement in the quality of tourism photography, thanks directly to the work of the Center. The Center tried to establish a partnership between media and business related agencies and institutions. Though in some cases the partnership was not as successful as expected (due to independent factors), the experience gained was a great asset. In order to expand, the Center needs a strategy of institutional development.

Armenia		**Total Amount of Grants**	**$30,227.00**
1999		**Number of Grants**	**1**
2.3 More Accountable Local Government			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**0**	**Counterpart Funding**	**$59,464.00**	**Jobs Created**	**0**
Female Beneficiaries	**2**	**New Partnerships**	**0**	**Businesses Formed**	**1**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**0**		
Female Trainees	**0**				

Example Outcome Statements

W990143 American University of Armenia Corporation

The goal of the project was to improve the quality of AUA's two-year public policy and management program by institutionalizing an internship program. Unfortunately, only 2 (of 22) second year students completed internships with government agencies; the rest opted to write a master's essay. Both of these students produced policy papers that were disseminated within the government agencies in which they worked, but neither accepted a permanent position with the Government of Armenia upon graduation from AUA.

Armenia		**Total Amount of Grants**	**$33,245.42**
2000		**Number of Grants**	**1**
1.4 Competitive Responsive Financial Sector			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**6**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**11**	**Innovation Replications**	**1**		
Male Trainees	**0**	**Media Products**	**3**		
Female Trainees	**0**				

Example Outcome Statements

Y005058 Yerevan State Institute of Economics

In its transition to market economy, Armenia needs qualified personnel to undertake and lead the reform process in matters of accounting, financial reporting, and management practices. Thus, the Yerevan State Institute of Economics

introduced new curricula in its accounting and auditing disciplines. The organization translated into Armenian, published and distributed textbooks on Accounting Framework," "Management Information," "Audit Framework" and other textbooks of the Professional Qualification Scheme of the international Association of Chartered Certified Accountants. The new textbooks help qualified accountants meet the standards of higher educational institutions, and help accounting practitioners increase their professional qualifications.

Armenia | **Total Amount of Grants** | **$61,342.56**
2000 | **Number of Grants** | **3**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	184	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	1631	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	17	Innovation Replications	1		
Male Trainees	150	Media Products	1		
Female Trainees	672				

Example Outcome Statements

Y005006 CDS/ISIS Users Group

Civic Education recently became mandatory in Armenian schools. As such, a need emerged for an effective Civic Education curriculum. To meet this need, an innovative distance learning course was designed, a network created, trainers were trained, and a first-of-its-kind training course was carried out in ten Armenian schools. Elements of the methodology prepared for the distance learning course were also used in the process of developing the national civic education program. As recommended by the Ministry of Education and Science, this pilot program could further be developed and upgraded to serve as the national distance learning program to be emulated by all schools that have Internet access.

Y006511 GIND-HAMAYNAPATKER Weekly's Editorial

The grant was made to improve the efficiency and quality of GIND-HAMAYNAPATKER newspaper's production while decreasing the legal liability stemming from the use of unlicensed computer software products. Licensed newspaper publishing software and font packages along with training in the utilization of these software products were provided to the newspaper company. The GIND-HAMAYNAPATKER company now produces a newspaper more visually appealing to its customers and is free from the threat of legal action over the use of unlicensed products. New, electronic transfer of newspaper page layouts to a printing house was introduced.

Armenia | **Total Amount of Grants** | **$28,620.14**
2000 | **Number of Grants** | **1**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	469	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	592	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	391	Media Products	1		
Female Trainees	568				

Example Outcome Statements

Y006017 ZINVORI MAIR Republican Committee of Armenia

The project addressed issues of conscripts' illiteracy in legal matters, violations of their rights, the need for taking anti-corruption measures, and other problems faced by families with teenage sons when their time for military service approaches. Thus, a counseling center was established; an institute was created comprised of independent observers; and mechanisms developed for permanent public control and monitoring. Having established dialogue with government officials, the organization is currently drafting an amendment to the existing legislation. 1064 young men and their parents received legal training; a digest of letters and articles was published; and a documentary video on the

organization's activities was produced. Facilitators are trained and round table discussions are conducted on a regular basis. As a result of the project, more people are engaged in protecting the rights of the conscripts.

Armenia		**Total Amount of Grants**	**$105,399.11**
2000		**Number of Grants**	**5**

2.3 More Accountable Local Government

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**2242**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**1**
Female Beneficiaries	**2078**	**New Partnerships**	**6**	**Businesses Formed**	**11**
Organizational Beneficiaries	**22**	**Innovation Replications**	**3**		
Male Trainees	**18**	**Media Products**	**52**		
Female Trainees	**13**				

Example Outcome Statements

Y007001 Gyumri Municipality

Lack of accountability and responsiveness of local governments hampers the ongoing process of decentralization of power inArmenia. The aim of the Eurasia Foundation's Municipal Information Analytical Centers (MIAC) program is twofold: l) to introduce cutting-edge technologies for automation, as well as information storage and retrieval; 2) to train municipal personnel in modern fiscal management, and in matters of improved interaction with citizens, and strategic planning. The Gyumri Municipality was among seven Armenian municipalities funded to create and equip such a center. As a result, an information management software package was introduced to support automation of municipal activities and to create an effective mechanism for population involvement and feedback; TV round table discussions were organized; a telephone hotline established; and a public poll on municipal activities was conducted. Eight issues of an information bulletin were issued and disseminated, in addition to brochures presenting the municipal budget and commentaries. Also organized were the first public hearings of the local budget.

Armenia		**Total Amount of Grants**	**$405,347.56**
2001		**Number of Grants**	**14**

1.3 Private Enterprise Development

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**1355**	**Counterpart Funding**	**$26,525.00**	**Jobs Created**	**1**
Female Beneficiaries	**299**	**New Partnerships**	**13**	**Businesses Formed**	**6**
Organizational Beneficiaries	**315**	**Innovation Replications**	**10**		
Male Trainees	**711**	**Media Products**	**32**		
Female Trainees	**209**				

Example Outcome Statements

C017015 National Federation Mountaineering

The tourism industry of Armenia, Azerbaijan and Georgia suffered a drastic decline after the collapse of the Soviet Union. Nevertheless, there is a growing interest worldwide in the South Caucasus as an adventure tourism destination. While the region has natural and cultural sites attractive to mountain climbers and hikers, it lacks the safety standards and infrastructure - detailed route information, maps, and rescue and guide services - that are a prerequisite for the development of this type of tourism. With its partners in Azerbaijan and Georgia, the National Federation of Mountaineering sought to improve these conditions by promoting safety norms and procedures that conform to international standards. The project partners surveyed 34 existing mountain tourist routes using Global Positioning System equipment. They created digital maps of the routes and established a regional Geo-Informational System map for all of the South Caucasus countries. The resulting rescue-guide system is the only one of its kind in the former Soviet Union. The project partners promoted the rescue-guide system among local travel agencies, tour operators, hotels, and tourism-related NGOs, and it has been quickly adopted. The project facilitated the development of adventure tourism in the South Caucasus by improving safety conditions and providing comprehensive information about adventure tourism opportunities.

Y016013 VIASPHERE TECHNOPARK CJSC

During the Soviet era, Armenia was a country of great scientific, technological and human resources potential. However, the lack of an appropriate infrastructure in informational, educational and marketing facilities limited the technical and economical progress of the country. Viasphere Technopark, a unique structure of its kind, proposed to solve this problem by establishing a technology commercialization center. The center gathered information about patented scientific innovations in Armenia in the spheres of IT, high-tech, energy, ecology, and resource preserving technologies. Seventy-five innovative developments were evaluated by project experts and the most promising ones were added to databases known world-wide. A series of training seminars on technological commercialization were conducted and new methodologies on assessment of scientific developments adapted. As a result, preliminary agreements were signed with eleven local and foreign organizations on commercialization of technologies. In addition, four innovations were commercialized, attracting a total investment of $150,000. The commission fees laid the ground for the center to become self-sustainable.

Y016021 APRICOT PLUS Ltd

The Armenian scientific community was a well organized group in Armenia during the Soviet times. Though patents and innovations were registered in Armenia, promoting technological advances was decidedly limited. This was due to a lack of international links and insufficient expertise in transferring technologies into industries. Apricot Plus created a consulting center to help foster the integration of scientific developments into the industry by registering and creating a database of scientists and by gathering information on patents registered in the Republic of Armenia from 1991-2001. The center provided information, consulting services, and legal support to scientists, organized roundtables and published a brochure entitled "Analysis of Patents of the Republic of Armenia." This significantly helped to improve the mentality of the scientists. They now realize the importance of using market criteria for the evaluation of scientific developments, the need to support legal protection of industrial intellectual property, and the necessity to protect the rights of innovators in the commercialization process. As a result of the project activities, two innovations are being introduced in the industry. In the future, the center's activities will support the development of the local market for technology transfer by addressing the high demand (by enterprises) for technological innovations.

Armenia — **Total Amount of Grants** **$207,704.85**
2001 — **Number of Grants** **7**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	570	Counterpart Funding	$1,800.00	Jobs Created	4
Female Beneficiaries	1123	New Partnerships	11	Businesses Formed	9
Organizational Beneficiaries	60	Innovation Replications	2		
Male Trainees	99	Media Products	102		
Female Trainees	81				

Example Outcome Statements

C017004 The Union for the Protection of Consumers Rights

In the countries of the South Caucasus, there are few functioning mechanisms to protect the rights and interests of consumers. As a result, consumers continually struggle with wide swings in product safety and quality. Working with their Georgian and Azeri partners, the project of the Union for the Protection of Consumers Rights sought to secure the rights of ordinary consumers. The Union first identified the obstacles hindering the enforcement of existing consumer protection legislation by monitoring markets on a weekly basis. The results of project partners' analysis were published in a news supplement called Caucasus Consumer Press." In Armenia, "Caucasus Consumer Press" was published nine times on a monthly basis in the newspaper Delovoy Express. The project analysis was also reported nine times on monthly radio programs. Building on these efforts, the Union then developed recommendations for aligning Armenia's consumer protection legislation with international standards and the requirements of the Council of Europe. Thus, the project began filling the informational vacuum regarding product safety and quality and activated a consumer movement both in Armenia and the South Caucasus region. As a result of the successful implementation of this project, the partners have begun implementing two other regional projects addressing consumer rights awareness and protection".

C017027 Center for Regional Development

Effective customs regulations and procedures are recognized worldwide as a critical part of promoting international trade and integrating into the global economy. While Armenia, Azerbaijan and Georgia have made significant progress in reforming their national customs systems in the past decade, deficiencies at both policy and operational levels engender corrupt practices that hinder regional and international trade. The Center for Regional Development and its partners in Azerbaijan and Georgia addressed the problem through policy and sociological research, a public awareness campaign and a set of recommendations for bringing customs regulations and procedures into compliance with international standards. The grantees conducted extensive policy research and sociological surveys to identify problems in the customs system and developed a set of policy and operational recommendations to increase transparency and efficiency. In Armenia, 70 regional brochures were published in English and Russian detailing research results and policy recommendations. They were sent to the Parliament, the State Customs Committee, the Ministry of Trade and Economic Development, the Ministry of Transport and Communications, local customs bodies, freight forwarders, and businesses engaged in import/export operations, tourism companies and others. In addition, 800 booklets clearly explaining customs procedures were published and distributed to customs points, businesses and individuals. The project provided a forum for national and regional discussion of current problems in the field of customs, and established a foundation for cooperation between public interest groups and state customs agencies.

Y015013 HOGATSUTYUN Social Charitable NGO

While local governments are unable to cope with all the problems that communities face in Armenia today, the role of community centers becomes crucial. The centers act as liaison between citizens and their local governments and help them address their problems by helping them mobilize their local resources. Within this framework, the Hogatsutyun Community Center has established free legal consulting and telephone hotline services; created a database and established contacts with local authorities, public organizations, condominiums, the private sector and mass media. Information and community action campaigns were organized and roundtable discussions held; twelve issues of Center newsletter were published along with other information material; and two public opinion polls were conducted to assess the impact of the project. In addition to the project activities, various other initiatives were introduced and implemented, such as, a tree planting campaign in association with the Armenian Assembly of America's Yerevan office, construction of a community park, provision of clothing for newborns, and teaching kids with the skills and know-how to prepare and market children's toys. The project stimulated community action by strengthening a citizen-founded community advocacy center in one of the most economically depressed districts of Yerevan.

Armenia | **Total Amount of Grants** | **$48,856.39**
2001 | **Number of Grants** | **2**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**751**	**Counterpart Funding**	**$7,190.00**	**Jobs Created**	**0**
Female Beneficiaries	**258**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**7**	**Innovation Replications**	**1**		
Male Trainees	**748**	**Media Products**	**14**		
Female Trainees	**256**				

Example Outcome Statements

Y005175 Armenian Merchants Public Organization

Today, merchants are one of the most influential groups in Armenia. Thus, consolidating their efforts and increasing their legal awareness are crucial factors in the development of business and economy. In support of the above, and in order to increase their public influence as tax payers, the project provided legal support to merchants by organizing 35 seminars and consultation and training sessions. As a direct result of project activities, the Union opened 22 branches in the regions and its membership doubled, reaching 780. The Union has also been successful in defending its members' rights in the courts. Due to the increased level of knowledge in tax issues, 1,316 traders began to use the new, simplified taxation system, which eased their tax burden significantly. Due to its consistent lobbying efforts, the Union is recognized by local NGOs and State authorities as the leading NGO in drafting legislation and in the field of business advocacy.

Y005201 The English-Speaking Union International Charity Organization, Armenian Branch

Involvement in global sociopolitical and economic dialogue is imperative for Armenia's developing economy and growing civil society. As such, the development of professional translation services is crucial in attracting foreign investment; in introducing new technology; and, in establishing effective exchange with foreign partners. The project helped create quality standards and improved access to professional information on matters related to legal business environment and protection of interpreters' rights. It helped create job opportunities for translators and interpreters. An open-membership Translation Center was established; a database was created on existing translators/interpreters; also created was, a legal consulting and information services. The center periodically organizes seminars and roundtable discussions on issues effecting sociopolitical and economic dialogue. Within its short lifespan, the Center was unable to achieve self-sustainability, thus, continues to depend on donor funding.

Armenia		**Total Amount of Grants**	**$58,119.81**
2002		**Number of Grants**	**2**
1.3 Private Enterprise Development			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**116**	**Counterpart Funding**	**$2,440.00**	**Jobs Created**	**0**
Female Beneficiaries	**24**	**New Partnerships**	**15**	**Businesses Formed**	**0**
Organizational Beneficiaries	**99**	**Innovation Replications**	**0**		
Male Trainees	**54**	**Media Products**	**3**		
Female Trainees	**21**				

Example Outcome Statements

Y005204 Evrasia Charity Union Public Organization

Growth of agriculture was always considered one of the main factors of economic development in Armenia. During the transition period, many agro processing enterprises were created, however, due to the lack of business skills and familiarity with foreign markets and, due to the lack of coordination among local producers and processors, business was not very profitable. The Eurasia Charity Union, an organization that unites more than 50 agro processing enterprises, provided seminars to 75 representatives of various agro processing enterprises. The seminars covered issues related to marketing, management, taxes and tariffs. A database of agro processing enterprises was developed and their products were placed on their web site: http://www.erasia.union.am. The organization has established a marketing center, which in turn, provides consulting services to local manufacturers. As a result of the project, the union has developed institutionally and its membership has increased from 52 to 75 people. The organization has been successful in establishing links between local manufacturers of agricultural products and external buyers. Manufacturers have improved their product design and have expanded their market niches. To date, fifteen contracts with buyers from Russia, Ukraine, Bavaria, Latvia and Belarus have been signed.

Y015115 ARTISTS UNION OF ARMENIA Public Organization

Armenia has a unique cultural heritage, however, lack of proper cultural presentation prevents both the local community and tourists from benefiting from its rich resources. Due to the lack of financial resources, the majority of cultural institutions, are unable to advertise and inform the public about ongoing programs and exhibits. As a result, some cultural institutions have been forced to close down. The Artists' Union of Armenia, one of the well organized organizations in Armenia, came up with a touchstone resource book on culture in Armenia. The guidebook, entitled "Armenia - Art, Folk Art, Museums, Art Galleries, Theatres, Tours" is responsive to the community it serves. Published in three languages - Armenian, English, and Russian - the guidebook has been disseminated free of charge among embassies, international organizations, tourist agencies, hotels, and the media. Sales of the book at local bookstores has generated $5,000 in revenues, which will support future activities of the Union.

Armenia | **Total Amount of Grants** | **$2,939.00**
2002 | **Number of Grants** | **1**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	4	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	3	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	35	Innovation Replications	0		
Male Trainees	0	Media Products	0		
Female Trainees	0				

Armenia | **Total Amount of Grants** | **$2,816.00**
2002 | **Number of Grants** | **1**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	53	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	42	New Partnerships	0	Businesses Formed	2
Organizational Beneficiaries	58	Innovation Replications	0		
Male Trainees	0	Media Products	1		
Female Trainees	0				

Armenia | **Total Amount of Grants** | **$1,062.00**
2003 | **Number of Grants** | **1**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	1	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	0	Media Products	0		
Female Trainees	0				

Example Outcome Statements

C027023 Elegia Cultural Non-Governmental Organization

The South Caucasus countries have a rich cultural heritage that continues to develop with today's talented artists. However, the art market in the region remains underdeveloped, lacking technical sophistication, cross-border integration, and connections to world art markets. The grantees developed a comprehensive linkage proposal to strengthen the regional art market and speed the integration of South Caucasus art into the international market. The proposal was submitted to the South Caucasus Cooperation Program in a timely fashion. The partners' proposal explores mechanisms to increase the business skills of contemporary artists, affect positive structural changes in the regional art market, and integrate the cultural and economic aspects of contemporary art across the South Caucasus. As a part of the grant, the partners held a regional art forum in Tbilisi to discuss these issues. If funded, the linkage project will establish a regional art exposition, organize a series of marketing trainings for art professionals, and create a web portal for artists in the region.

Armenia | **Total Amount of Grants** | **$6,571.90**
2003 | **Number of Grants** | **3**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	3	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	0	Media Products	0		
Female Trainees	0				

Example Outcome Statements

C037017 The Armenian Center for National and International Studies

As Armenia, Azerbaijan and Georgia integrate with the global economy and international institutions, their national legislation should play a facilitating rather than an obstructive role. In this respect, harmonizing trade policies with international standards will be particularly important. To develop trade legislation that supports both economic growth and security, the grantee developed a linkage project proposal to conduct a comparative analysis of trade policies in the South Caucasus countries as they relate to Council of Europe accession terms. The final result of the linkage project would be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions. The partners' proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

C037016 Committee to Protect Freedom of Expression

A free and independent media is a prerequisite for a functioning democratic society. Through their accession agreements with the Council of Europe, Armenia, Azerbaijan and Georgia agreed to adopt legislation that promotes independent media and freedom of speech. However, the three countries face difficulties in developing and enacting such legislation. To address this concern, the partner organizations developed a proposal for a linkage project that would facilitate harmonization of national mass media legislation with Council of Europe standards. In particular, the proposed linkage project will examine existing national legislation, regulations and administrative provisions on mass media and freedom of speech, and conduct a comparative regional analysis to identify the extent to which this legislation complies with standards set by the Council of Europe. The results of the analysis will be used to formulate legislative recommendations aimed at bolstering independent media and protecting freedom of speech across the region. The linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

AZERBAIJAN

Azerbaijan | **Total Amount of Grants** | **$33,418.00**
1999 | **Number of Grants** | **1**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	75	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	79	New Partnerships	50	Businesses Formed	18
Organizational Beneficiaries	0	Innovation Replications	1		
Male Trainees	70	Media Products	1		
Female Trainees	70				

Example Outcome Statements

G990203 Khazar University

The labor market has not adapted to changing market requirements and universities in particular are not preparing students to enter today's job force. This project established a Career Services Center at the private university Khazar, and trained the center's staff to act as job counselors. The center's goals were to help students identify potential job opportunities and internships, and learn about employer's job requirements, and also to help prepare students to meet these requirements. The center conducted a number of seminars and a career fair for 500 students. 10-12 students visited the office daily. The center's staff produced advertising materials and training handouts, and created a home-page. The center was also able to gain knowledge from some foreign programs operating in the same area. As a result, the center established contacts with 50 organizations that had potential staffing needs, and helped 18 students to find employment. The university is continuing to fund the Career Services center on its own.

Azerbaijan | **Total Amount of Grants** | **$31,779.38**
1999 | **Number of Grants** | **4**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	1		
Male Trainees	0	Media Products	135		
Female Trainees	0				

Example Outcome Statements

G999005 Businessman's Bulletin Publishing House

Due to unresolved conflicts across the South Caucasus, cross-border economic relations have declined drastically in the past decade. For economic re-integration in the region to take place, it is essential that new economic legislation created at a national level be compatible with that of other countries in the region. In addition, entrepreneurial contacts among the business communities in the three countries must be re-established. The grantee created an Internet-accessible database on entrepreneurial and civic rights legislation in the South Caucasus. Computer centers in Baku, Tbilisi and Yerevan were established to house and maintain the databases, and the centers' web sites were linked via the Internet. The database information is available in Azeri, Russian, and English languages. The project has filled an information void by making data on legislation in all three of the Caucasus countries more accessible to the public. Already, the grantee has received several requests to allow re-printing of information on the web site.

Azerbaijan | **Total Amount of Grants** | **$245,948.00**
2001 | **Number of Grants** | **8**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**1071**	**Counterpart Funding**	**$2,352.00**	**Jobs Created**	**5**
Female Beneficiaries	**239**	**New Partnerships**	**15**	**Businesses Formed**	**10**
Organizational Beneficiaries	**0**	**Innovation Replications**	**1**		
Male Trainees	**182**	**Media Products**	**11503**		
Female Trainees	**44**				

Example Outcome Statements

B000041 Dirchalish Society of Economic Researches

Promoting the development of SMEs in rural areas of Azerbaijan is crucial to the overall economic development of the country. This project supported the development of the fruit processing business, in particular, production sales promotion of dry fruits in five regions (Sheki, Zakatala, Kakh, Oguz, Gabala, Belakan). Seventy farmers received training and consultation on the topic of efficient dried fruit production, and a electronic geo-information atlas was prepared. Also, contacts were made with a number of governmental and financial institutions to establish access to low-interest loans for dry-fruit producers, and credit applications for seven dry-fruit businesses were prepared and submitted to Parabank. The project resulted in an increased number of SMEs involved in dry-fruit production, as the NGO was able to help five new dry-fruit production businesses get started. In addition, some producers were able to gain access to low interest loans.

B010041 Society "Tahsil"

In newly independent states like Azerbaijan, the growing pains of a transitional economy make for frequent changes in tax policies and legislation. This grant helped to develop an effective mechanism to address the range of problems that employees of human services face in running their business, due to changes made in enterprise legislation and civil and taxation codes. A consulting center was established to provide judicial and informational aid for entrepreneurs working in human services, where new methodologies, models and techniques were introduced. During the project's time frame, more then 700 people, individually and in groups, applied to the center, and 72 consultations were organized--the majority being free of charge. 8 seminars were conducted to discuss relevant legal topics, and 500 brochures were published and distributed for owners of small businesses. The project got broad media coverage and resulted in creating a number of new jobs, as contracts for judicial services were made with 31 entrepreneurs, and new coalitions, partnerships and collaborations were formed. By the end of the project, the Center was able run on a partially self-sustaining basis.

B010061 Independent Consumers Union

The consumer regulatory environment has broken down in most countries after the Soviet Union and unstable economic conditions for food producers have resulted in low-quality goods flooding the market. As a step toward safer, higher quality food production in Azerbaijan, this project supported the NGO's work with producers, consumers, media and the government to develop a strategy to improve knowledge of the standards and certification requirements for food products. Three seminars were conducted for producers, retailers and consumers in three agricultural areas to provide information on dangerous food products and fraudulent products that falsely exhibit name brands. The NGO provided internships to 15 people to create a data bank on 260 types of products. This data bank would be the foundation for a follow-up project on food testing. A "hot line" that operated through the project serviced more than 2,000 consumers. The NGO's Project Director met with several high-ranking government officials, and provided recommendations based on their survey and market research. As a result of the project, the Ministry of Health included the NGO in its commission on nutrition and immunodeficiency, UNICEF contracted the NGO to analyze iodine content in salt, and GTZ signed a contract with the NGO to conduct monitoring on food safety in the South Caucasus.

Azerbaijan | **Total Amount of Grants** | **$156,651.00**
2001 | **Number of Grants** | **5**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$2,880.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	3	Businesses Formed	0
Organizational Beneficiaries	23	Innovation Replications	2		
Male Trainees	25	Media Products	29402		
Female Trainees	14				

Example Outcome Statements

C000015 Society "Tahsil"

The countries of the South Caucasus are in the process of developing the key institutions necessary for free and fair elections. However, civic education and participation are just as important to securing democracy as formal institutions. Voter passivity is an especially significant problem, especially among members of the younger generation. Together with its partners in Armenia and Georgia, the Tahsil Society sought to increase the civic participation of young voters by formulating a comprehensive, research-based approach for educating young voters. The partners' voter education materials were designed for use by non-governmental organizations (NGOs) and mass media outlets to reach out to young voters. The three partners conducted a public opinion survey of the attitudes of young voters in each country - in Azerbaijan, the opinions of 1,000 young people were surveyed. In addition, the partners conducted content analysis of the local mass media that are most popular with young people, including 5 television channels and 10 newspapers in Azerbaijan. The results were published in Russian- and Azeri-language brochures, which were presented to media experts for their input. In addition, a training seminar was held to educate young journalists and NGO representatives about methods of presenting civic participation issues to a younger audience. Seminar participants decided to create an informal network of journalists and civic society activists familiar with the challenges of reaching young voters. The project provided a unique comparative analysis of young voter attitudes and media coverage in the countries of the South Caucasus, and resulted in increased and coordinated efforts to educate young people about their civic responsibilities.

C010004 Independent Consumers Union

In the countries of the South Caucasus, there are few functioning mechanisms to protect the rights and interests of consumers. As a result, consumers continually struggle with wide swings in product safety and quality. Working with their Georgian and Armenian partners, the project of Independent Consumers Union sought to secure the rights of ordinary consumers. The Union first identified the obstacles hindering the enforcement of existing consumer protection legislation by monitoring markets on a weekly basis. The results of project partners' analysis were published in a news supplement called Consumer Press." In Azerbaijan, "Consumer Press" was published nine times on a monthly basis in the newspaper Alternativa. The project analysis was also reported nine times on monthly radio programs. Building on these efforts, the Union then developed recommendations for aligning Azerbaijan's consumer protection legislation with international standards and the requirements of the Council of Europe. The project began filling the informational vacuum regarding product safety and quality and activated a consumer movement in the South Caucasus region. To continue the Union's work on behalf of consumers, the Eurasia Foundation Azerbaijan Office awarded an institutional development grant to the Union to create the South Caucasus' first independent food testing laboratory.

Azerbaijan | **Total Amount of Grants** | **$34,867.00**
2001 | **Number of Grants** | **1**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	0	Media Products	0		
Female Trainees	0				

Example Outcome Statements

B010097 NGO "Society and Law "

With Azerbaijan's transition to the Council of Europe, there is still no effective system set up to ensure human rights protection for Azerbaijani citizens. This grant supported a mechanism to address human rights grievances through the creation of a consultation center to give free advise to citizens on their rights, review their cases and, when appropriate, forward them to the Court. In the course of the project, 36 lawyers were selected and trained through seminars on European law, and a Turkish expert from the European Court was invited to give a series of lectures on the practical workings of the Court. A number of other organizations, including Soros Foundation, the Turkish International Association of Development in Eurasia" used the center and its staff to support their projects and discussions of European human rights practices. In addition, three open seminars for seventy representatives of NGOs, organizations and institutes were familiarized with ways to protect their rights with in the conditions of local legislation and the European Court. The project also prepared and published the book "The European Court for Human Rights and Azerbaijan." The project resulted in 194 citizens being given consultation by the center's officers, 110 cases prepared and sent to Strasbourg, and a key staffer of the Center being invited to work in the Court in Strasbourg".

Azerbaijan		**Total Amount of Grants**	**$138,893.00**
2002		**Number of Grants**	**4**
1.3 Private Enterprise Development			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**35**	**Counterpart Funding**	**$23,460.00**	**Jobs Created**	**0**
Female Beneficiaries	**2**	**New Partnerships**	**6**	**Businesses Formed**	**0**
Organizational Beneficiaries	**17**	**Innovation Replications**	**0**		
Male Trainees	**282**	**Media Products**	**2**		
Female Trainees	**38**				

Example Outcome Statements

B010095 KRON Co LTD.

Providing support in legal education for small and medium-sized enterprises (SME) in under served regions of Azerbaijan is crucial to developing rural private sector sustainability. The results of the organization's survey of over 300 entrepreneurs from Tovuz, Ganja, Sheki and Shamkir showed most small businesses had problems stemming from a lack of legal knowledge around tax related issues. Many entrepreneurs said they were not able to interpret and apply the tax norms without a qualified consultant and legal assistant, and some entrepreneurs in Sheki were unaware of tax exemptions on some of their activities and kept paying them until, with the help of this organization, they were made aware of their mistake. The project aimed at improving SME knowledge of the tax code in order to protect SME in court cases initiated by tax authorities, and reduce tax related problems overall. The project funded the preparation/distribution of commentaries to the Tax Law, 15 two-day interactive seminars conducted in Tovuz, Ganja, Shankir and Sheki for 300 SME representatives, and an impact evaluation of the project. The evaluation showed that court cases initiated against business decreased, and the number of court cases won by enterprises increased as a result of the project.

B010122 Azeksim Firm

The poor economic conditions of rural communities in Azerbaijan has caused a major population shift, as the skilled workforce from the regions migrate to the capital city of Baku and other neighboring countries with more jobs and other opportunities. The depleted economy of many Azerbaijani villages and small towns has created a growing need to develop rural private enterprise. This project identified small enterprises in three Azerbaijani regions in order to foster partnerships between local companies and foreign partners and prospective investors. The organization succeeded in collecting information on regional enterprises and developing a data base, which a number of embassies used to gain information about these companies. The organization also assisted two small companies from Ganja and Zakatali to sign three protocols of intention with foreign partners.

B010141 Informational Agency Trend

An important aspect of any democracy is the capacity of its media to report activities in an informed and objective manner as a way to stimulate transparent public debate. This project aimed to raise the quality of press information

about the oil and gas sector through increasing journalists' knowledge of the energy industry, and to develop working relationships between the media and representatives of the energy industry to foster trust and to allow journalists more access to reliable information. Twenty journalists were trained on a variety of related topics including the history of energy exploration in Azerbaijan, the main principles/agreements of the oil industry, taxation in the oil sector, and the role of the oil sector in creating the state budget. Also, US journalist Paul Roberts of Harper's Magazine participated in the training and gave a speech. In addition, a brochure on the oil and gas sector was published and distributed, and six discussions on the oil and gas industry were conducted for journalists. As a result, 85 percent of those surveyed indicated that their professional level of writing and their knowledge of the topic increased as a result of the project's activities. This survey also showed that journalists continued to maintain contacts with the oil and gas sector representatives they had cultivated during the project.

Azerbaijan — **Total Amount of Grants** **$96,375.00**
2002 — **Number of Grants** **5**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**0**	**Counterpart Funding**	**$1,200.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**2**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**0**		
Female Trainees	**0**				

Example Outcome Statements

C010051 Silk Road Consulting Ltd

The economic policy of the South Caucasus countries and of the international community has been focused on the development and realization of the region's transit potential. Much less attention has been paid to the region's trade and export potential. In order to realize the region's rich geographic and economic potential, extensive policy research on both import-export trade and transport must be conducted on a regional level to serve as a basis for new economic and policy initiatives. This grant supported the collaboration of three public policy institutes and was used to develop a linkage proposal to address obstacles to regional transport, trade and export logistics in the South Caucasus. The partner organizations explored various pilot projects and best practices and elaborated a proposal that was submitted to the public policy expert panel in a timely fashion. However, the linkage proposal was not recommended for funding.

B010129 Union of Journalists Azerbaijan

At present, one third of the national media operates in the rural areas of Azerbaijan outside of the capital city. Because of its remoteness, the media's access to new ideas on pluralism, democracy, and freedom of speech is limited, which hinders its ability to inform the general public on these important concepts. This grant supported training for 90 journalists who represented 25 regional newspapers. For the first time, "The Ten Golden Rules of Journalism," written by Prof. Erik Fichtelius from the Institute of Journalism, Press and Communication of Stockholm University, was translated into Azeri. 1000 copies were distributed to the training participants as well as to universities and journalist organizations. In addition, 300 copies of a brochure entitled "The Development of the Press in the Regions" were published and distributed to regional media representatives. The project concluded with a forum attended by 50 senior leaders from regional newspapers and local TV and radio stations. The forum prepared and presented a written appeal to the President of Azerbaijan with a request to help improve the financial situation of the regional press and also to provide material and technical support to the regional press.

Azerbaijan — **Total Amount of Grants** **$34,211.00**
2002 — **Number of Grants** **1**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**0**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**22**	**Media Products**	**500**		
Female Trainees	**21**				

Example Outcome Statements

B010139 Association of War Veteran Journalists

Accurate and complete coverage of court proceedings is a critical function of an independent mass media. Failure to understand local laws or legal procedures for courtroom media coverage can lead to journalists being denied access to the courtroom or even to legal action against them. To help avoid this situation, this project supported improving journalists' knowledge on legal processes and helped to establish a basis for an improved relationship between the courts and the media. A permanently functioning Consulting Center (CC) was created to provide legal assistance and information to journalists covering court proceedings. To date, more than 300 journalists have turned to the Center for information and assistance. The CC conducted twelve seminars on legal issues with approximately 43 journalists participating. In addition, the grantee published and distributed among the mass media, NGOs, and the courts five hundred copies of a bulletin with consulting and seminar materials. Furthermore, the grantee prepared and submitted a package of recommendations to the Parliament suggesting changes to existing legislation on media coverage of legal proceedings. The CC also monitored current press and TV coverage of courtroom activities and identified mistakes that journalists had made. As a result of this project, the CC became a place where journalists could obtain advice and recommendations on how to improve their work and relations with the courts.

Azerbaijan | **Total Amount of Grants** | **$3,096.10**
2003 | **Number of Grants** | **2**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**0**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**2**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**0**		
Female Trainees	**0**				

Example Outcome Statements

C020023 Union of Artists of Azerbaijan

The South Caucasus countries have a rich cultural heritage that continues to develop with today's talented artists. However, the art market in the region remains underdeveloped, lacking technical sophistication, cross-border integration, and connections to world art markets. The grantees developed a comprehensive linkage proposal to strengthen the regional art market and speed the integration of South Caucasus art into the international market. The proposal was submitted to the South Caucasus Cooperation Program in a timely fashion. The partners' proposal explores mechanisms to increase the business skills of contemporary artists, affect positive structural changes in the regional art market, and integrate the cultural and economic aspects of contemporary art across the South Caucasus. As a part of the grant, the partners held a regional art forum in Tbilisi to discuss these issues. If funded, the linkage project will establish a regional art exposition, organize a series of marketing trainings for art professionals, and create a web portal for artists in the region.

C030020 Caucasus United - Center of Social - Economic and Scientific Researches

Information communication technologies (ICT) and their applications have created a worldwide need for well-reasoned national ICT policies that take into account new uses of technology and how they impact the local context. Caucasus United and its partners in Armenia, Azerbaijan and Georgia developed a linkage proposal to facilitate an open and secure ICT sector in the South Caucasus. The linkage project will include an analysis of the legislation regulating ICT in the three countries and the extent to which such legislation complies with standards set by the Council of Europe. The results of the analysis will be used to formulate legislative recommendations for drafting or amending ICT-related legislation on issues such as electronic signatures, electronic commerce, ICT-related intellectual property issues, data and privacy protection, and cyber crime. The linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion and was approved for funding.

Azerbaijan | **Total Amount of Grants** | **$15,559.59**
2003 | **Number of Grants** | **7**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**0**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**7**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**0**		
Female Trainees	**0**				

Example Outcome Statements

C030007 Society "Tahsil"

Higher education systems that award internationally recognized degrees will be crucial to the integration of the South Caucasus into international professional and educational communities. However, higher education systems in Armenia, Azerbaijan and Georgia continue to operate according to obsolete Soviet regulations and award degrees incompatible with worldwide expectations. The grantees developed a proposal for a linkage project that would facilitate harmonization of the region's educational systems with international standards. The linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO, and develop appropriate education policy recommendations for legislative bodies in the three countries. The partners' proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

C030017 Azerbaijan Institute of Strategic Research of Caucasus Development

As Armenia, Azerbaijan and Georgia integrate with the global economy and international institutions, their national legislation should play a facilitating rather than an obstructive role. In this respect, harmonizing trade policies with international standards will be particularly important. To develop trade legislation that supports both economic growth and security, the grantee developed a linkage project proposal to conduct a comparative analysis of trade policies in the South Caucasus countries as they relate to Council of Europe accession terms. The final result of this would be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions. The partners' proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

BELARUS

Belarus | **Total Amount of Grants** | **$140,578.00**
1999 | **Number of Grants** | **1**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	7	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	4	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	3	Media Products	0		
Female Trainees	0				

Example Outcome Statements

W990121 Research Foundation of State University of New York

Located on the border of Poland and Lithuania, the city of Grodno--one of the country's two industrial hubs--has a growing need for qualified English-speaking managers. In 1998, EF launched a competition to create new MBA programs in Belarus, funding the contact phase of the Grodno-Riga-Buffalo partnership. This grant--phase two of the program--established the administrative and curricular foundations for a western-style MBA program, provided intensive faculty training, and implemented a financial management system and procedures. YKSUG leadership has demonstrated its long-term commitment to the project by donating facilities and computer equipment to the program. And, as a result of strong local interest in the program, the partners submitted a proposal to EF for a multi-year implementation phase of the program, including a $67,000 pledge of in-kind support. Based on the plan developed under this grant, the YKSUG MBA program became operationally sustainable in its first year of operation. Based on preliminary market studies, YKSUG expects to attract an enrollment of at least 12 qualified MBA students per year, as well as additional tuition-paying students for its computer training and English Language Center.

Belarus | **Total Amount of Grants** | **$2,250.00**
1999 | **Number of Grants** | **1**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	511	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	511	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	28	Innovation Replications	0		
Male Trainees	0	Media Products	5		
Female Trainees	0				

Belarus | **Total Amount of Grants** | **$2,012.84**
2002 | **Number of Grants** | **1**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	7	Counterpart Funding	$192.00	Jobs Created	0
Female Beneficiaries	2	New Partnerships	8	Businesses Formed	0
Organizational Beneficiaries	8	Innovation Replications	0		
Male Trainees	7	Media Products	0		
Female Trainees	2				

GEORGIA

Georgia | **Total Amount of Grants** | **$46,045.60**
1999 | **Number of Grants** | **2**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	3	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	2	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	0	Media Products	2		
Female Trainees	0				

Example Outcome Statements

G991029 Marine Agents and Brokers Association of Georgia

The transport sector is one of the most dynamic industries of Georgia. Marine transport is growing rapidly because of the country's geographic location. Maritime agencies act as representatives of ship owners in various business transactions. This service sector is new for Georgia and faces various difficulties, including problems related to accessing reliable information on ship and cargo flows, the need for introducing international regulations and rules governing the sector, and the necessity for upgrading professional qualifications of the managers of maritime agencies. The project sought to address these problems by supporting start-up activities of the Association of Maritime Agencies and Brokers. The project included research into the needs of maritime companies, a membership drive, creation of a database of ship and cargo flows in Georgia's port of Poti, publication of a handbook containing excerpts of legal acts regulating the activities of maritime agents, and a seminar on the same topic. The project's greatest outcome was that the association became eligible for membership in the Federation of National Associations of Maritime Agency Companies (FONASBA). With the assistance of FONASBA, the Association has been working on the introduction of international standards governing the activity of maritime agencies in most of international ports. The association developed the draft of the rules regulating the activity of maritime agencies, which was sent to the respective commission at the parliament of Georgia for consideration. It is now being considered by a special commission at the Ministry of Transport. In the future, the association plans to add to its membership base.

Georgia | **Total Amount of Grants** | **$115,933.06**
1999 | **Number of Grants** | **6**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	243	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	129	New Partnerships	1	Businesses Formed	2
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	220	Media Products	370		
Female Trainees	130				

Example Outcome Statements

G990105 Business Law Center of Georgia

One of the important conditions for proper operating of non-governmental organizations is knowledge of applicable legislation and access to reliable information sources. In Georgia activities of organizations, which aim at development of NGOs contribute to development and strengthening of the whole sector. The project of the Business Law Center of Georgia addressed these issues. It aimed at support of civic society development through more comprehensive and accessible information regarding NGOs in Georgia. The project developed an NGO manual, namely Directory for Non-Commercial, Non-Governmental Organizations, which outlined important issues for Georgian NGOs relating to legislation, taxation, labor relations, office work, and bookkeeping. The Business Law Center of Georgia published 2000 copies of the Directory, in Georgian, English and Russian languages, distributed part of it for free in the regions and sold the other part and placed the electronic version on the web site (www.geoblc.org.\ngo). The project successfully implemented all planned activities and achieved the goals set. Along this, the organization acquired a solid and reliable reputation and managed to obtain a position of representative of NGO sector when communicating with governmental bodies and the Parliament on issues related to drafting the legislation related to NGO sector.

G990174 Regional Association of NGOs Shida Kartli

The development of SMEs in the regions is hampered by the limited access of local entrepreneurs to legal information and business consultations and trainings. The project sought to address this need by establishing a partnership between the leading regional NGO resource center and local businessmen in Khashuri rayon of Georgia. It included a series of seminars for local businessmen in laws regulating the SME sector and business management and marketing practices. The grant recipient also provided legal and business consultations and office support for local businessmen. The NGO developed the magazines, TV and radio programs focused on the problems hampering development of the business sector in Khashuri rayon. The project also tried to improve advocacy capacity of local businessmen by arranging meetings between entrepreneurs and the representatives of local government bodies. The participants of the trainings emphasized the usefulness of the instruction in a survey conducted by the grant recipient. The grant recipient did not present indicators of the quality of other components of the project. The same is true for the availability of the data that would allow evaluation of the impact of the project on the development of the SME sector in the region.

Georgia | **Total Amount of Grants** | **$65,259.27**
2000 | **Number of Grants** | **2**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**5**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**14**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**15**	**Innovation Replications**	**0**		
Male Trainees	**63**	**Media Products**	**3**		
Female Trainees	**41**				

Example Outcome Statements

G990075 Liberty Institute

Taxation law and its implementation greatly hamper private enterprise development in Georgia. Existing laws are ambiguous and can be interpreted in numerous conflicting ways. Correspondingly, due to their vague nature, these laws lead to corruption in tax administration. With the aim of reducing tax violations and corruption, the project envisioned a public awareness campaign to improve the public understanding of taxpayers' rights and obligations. It also intended to generate a public discussion of the problems in the field. The grantee established a hotline for citizens' complaints and consultations on issues of taxation and organized roundtable discussions with the media, NGO representatives, MPs and representatives of tax agencies. The project included the publication of newspaper articles on problems in the sphere of taxation. The grantee published leaflets and brochures with information on taxation issues. The brochures were structured to reflect information received through the hotline. The project supported public discussion of violations of entrepreneurs' rights by state supervisory and controlling agencies. As an outgrowth of this project, the grant recipient was closely involved in the elaboration of a draft law to limit the rights of regulatory bodies to enter enterprises without court permission. This draft law was adopted by Parliament in 2001 as the Law on Regulation of Entrepreneurial Activities. While the grantees did raise public awareness, the program did not create sufficient public

pressure to significantly reduce tax violations and combat corruption. To a large extent, this was caused by the problems that were beyond the scope of the project, such as public willingness to perpetuate illegal deals with tax inspectors and the lack of political will to change the system from above. These factors were reflected in the relatively low popularity of the hotline and the reluctance of the representatives of tax agencies to participate in the roundtables.

G990259 Psychometric and Consulting Association

The majority of Georgian companies do not have policies and methods for effective human resources management in place. At the same time, job seekers lack access to career development services. The project addressed these needs through the establishment of the Personnel Management Center. The Center combines two functions. It provides private firms with personnel management-related training and consulting services. At the same time, it offers career development advice and training to young graduates. The project included a wide range of activities, such as development of tests and methods for personnel management, identification of a package of services to be provided by the Center, various meetings with potential clients of the Center, seminars for young graduates in career planning and resume writing techniques, creation of data banks with vacancies and job seekers' CVs. The solid demand for the services provided by the Center point to the success of the project. Post-grant period activities indicate that the grant recipient managed to achieve both financial and programmatic self-sustainability. The Center concluded new contracts with various companies, provided assistance to individuals in finding jobs, arranged personnel trainings for interested organizations etc.

Georgia		**Total Amount of Grants**	**$143,668.90**
2000		**Number of Grants**	**5**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**128**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**179**	**New Partnerships**	**11**	**Businesses Formed**	**10**
Organizational Beneficiaries	**2**	**Innovation Replications**	**0**		
Male Trainees	**200**	**Media Products**	**71**		
Female Trainees	**80**				

Example Outcome Statements

G001035 Union International Association Civitas Georgica

Combating corruption and increasing the public's involvement in local decision-making are among the most important and compelling concerns facing Georgian society. At the local level corruption is often caused by the lack of interaction mechanisms between local government bodies and the public. The project sought to support establishment of these mechanisms by providing training on how to ensure local government accountability and transparency for 280 representatives of local councils, businesses, NGOs, and the media in seven towns of Georgia. On the basis of the training materials and an evaluation of their effectiveness, 2000 copies of the manual were published and distributed. Training participants developed strategic plans on how to improve transparency of local government bodies in their hometowns. The activities implemented through these plans included creation of the committees of public advisors for local government bodies, involvement of the representatives of NGOs and mass media in privatization commissions, publication of brochures publicizing implementation of local budgets, organization of public budget hearings etc. These activities were particularly successful in five of the seven towns, where the preconditions for transparency, i.e. active civil groups, independent mass media and political will of government bodies were present.

G001093 Association for the Development of Student Self Government

In Georgia today, corruption is present in all spheres and at all levels of government. It impedes the economic development of the country, reduces citizens' trust in government and fosters a sense of public apathy. In the Georgian system of higher education, corruption is rooted in polices and practices leftover from Soviet times. Along with its general destructive impact, corruption in education has a very negative effect on the young generation, who begin their academic careers in an environment of double standards. It is difficult to expect graduates from institutions where decisions are based on bribing and nepotism to become active promoters of democratic values. This project, implemented within the Eurasia Foundation's Rule of Law Competition, supported the increased involvement of students and instructors in decision-making at institutes of higher education in Georgia. The grantee established student-led self-governance councils in two of the country's most prestigious universities. The grantee also published twelve monthly newsletters, held a conference, and established a regularly updated computer database that includes all

legal acts relating to state universities. The project gained significant recognition and resonance, not only within the student community, but also in society at large, as it was the first step towards making the higher education system more transparent. The project received regular media coverage and the Open Society Georgia Foundation financed a series of students' elections. Students from other institutions in Georgia contacted the project group to exchange experiences.

Georgia | **Total Amount of Grants** | **$33,095.42**
2000 | **Number of Grants** | **1**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**75**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**45**	**New Partnerships**	**0**	**Businesses Formed**	**2**
Organizational Beneficiaries	**2**	**Innovation Replications**	**1**		
Male Trainees	**30**	**Media Products**	**1**		
Female Trainees	**19**				

Example Outcome Statements

G001071 Medea Foundation for Defence of Victims' Rights and Honor of Deceased

Ensuring protection of human rights remains one of the most important problems facing Georgian society. The problem is two-fold: the harmonization of legislation with international standards, and practical execution by judges and law enforcement bodies. The latter is considered to be the major cause of violations of human rights. The project addressed the issue in the following three interlinked ways: it prepared recommendations for amendments to the legislative base regarding forensic expertise, it provided legal and forensic consultations to about 120 people, and it conducted two seminars for 49 judges on the role of forensic evidence and instances of abuse of law enforcement power during criminal investigations. Additionally a brochure on crime was published and disseminated among judges and NGOs, and special tests to determine medical expertise were developed. The tests were adopted by the Ministry of Health as part of official state mandatory examination for physicians. The project contributed to realization of issues related to independent medical expertise and reduced cases of unprofessional decision at court level.

Georgia | **Total Amount of Grants** | **$123,842.97**
2000 | **Number of Grants** | **4**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**134**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**32**	**New Partnerships**	**0**	**Businesses Formed**	**4**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**507**	**Media Products**	**46**		
Female Trainees	**160**				

Example Outcome Statements

G000149 Mesachis Imedi Car Owners Union

Law enforcement bodies remain one of the least transparent and inaccessible to the public eye structures. Violation of car owners' rights is closely associated with corruption of the police employees, low legal awareness and low civic participation of the population. The project of NGO Mesachis Imedi addressed these issues in Ozurgeti region. It contributed to prevention of the abuse of power by law enforcement agencies through the following activities: (1) citizen monitoring of the traffic police, (2) providing information to the public on the respective rights and responsibilities of drivers and law enforcement officers, and (3) offering consultations to the public on methods for submitting complaints about violations. The project established a monitoring group, provided 177 car owners with consultations, broadcasted 12 television programs, conducted four seminars for drivers, distributed four types of leaflets, published 6 issues of newsletter Mesachis Imedi, and carried out a telephone survey. The project successfully implemented all planned activities and achieved the goals set. The high motivation and commitment of the project staff to the project aims and goals resulted also in the fact that the group gained a strong standing in the NGO sector locally.

G002019 Chokhatauri District Sakrebulo

Newly established local councils often have an incomplete understanding of legislation concerning local government and local budgeting procedures. This lack of knowledge prevents them from making sound policy decisions. At the same time the public is often unaware of local government procedures and unaccustomed to bringing community needs to the attention of local councils. These problems are particularly acute in remote districts like Chokhatauri and make local government inefficient and ineffective in addressing important local concerns. This project sought to improve the effectiveness and transparency of Chokhatauri local councils and to increase public participation in local decision-making. It included a series of seminars for local council members on legislation governing local self-government and budget development, as well as an information-sharing meeting with three other district councils from Guria and Borjomi. The activities of local councils and local budget data were publicized in a monthly insert in a local newspaper and in a special magazine. In addition, the grantee established a public relations service and conducted open budget hearings in the villages. All of the proposed project activities were fully completed. The public hearings were particularly successful, and suggestions made by local citizens were incorporated in the 2001 district budget. Results of pre- and post-seminar tests indicate that the council members who attended the seminars learned a great deal. In addition, seminar participants developed a special appeal to the Georgian Parliament, supporting arguments for amending the bill on local budgets based on the case of Chokhatauri.

Georgia	**Total Amount of Grants**	**$125,944.23**
2001	**Number of Grants**	**5**
1.3 Private Enterprise Development		

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**347**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**183**	**New Partnerships**	**3**	**Businesses Formed**	**7**
Organizational Beneficiaries	**499**	**Innovation Replications**	**0**		
Male Trainees	**5**	**Media Products**	**15**		
Female Trainees	**19**				

Example Outcome Statements

C004009 Insurance Association of Georgia

In the South Caucasus countries, neither society nor the government fully recognizes insurance as one of the primary means of economic and social protection. The industry contends with a host of problems-lack of information about available insurance services and the subsequent low demand; few professional training opportunities and a resulting shortage of qualified professionals; and lack of openness to regional and international integration. To address these problems, the partners promoted joint activities for the integration of the South Caucasus insurance markets into the international insurance infrastructure. The project partners developed standardized Insurance General Conditions (IGC) similar to those in the US and Germany. The new IGC make it easier for the general public to understand and choose between insurance policies and, if widely distributed, the ICG will facilitate cooperative insurance efforts across the Caucasus. In addition, the partners designed a certificate program for professional insurers, and offered it to educational institutions in all three countries. Project results were presented in seminars in each country and at the international conference entitled South Caucasus Insurance Markets - Synergy and Integration" that took place on May 28-30, 2001 in Tbilisi, Georgia".

G000235 Geonet Ltd

The Georgian wine industry has shown significant progress in the last few years. Export sales of local companies have increased substantially. However, despite notable successes, the growth of the industry has been limited by the influx of counterfeit Georgian wines into NIS markets. Individual companies have not succeeded in carrying out forceful information campaigns to protect their products from black market competition. This project sought to address the counterfeit problem in the wine industry through creation of a comprehensive source of information on the Georgian wine industry. The grantee developed and launched a Georgian-Russian-English web-portal (URL: http://www.wineandvine.ge), which was promoted in the press and at an international exhibition. The web-portal includes information on Georgian wine producers and distributors as well as non-governmental and governmental organizations working in the field. It includes regulations governing wine production, distribution and brand protection, and descriptions of locally produced wines, industry statistics, etc. The web site features a special warning section about counterfeited Georgian wines produced in the NIS. Since it was launched, the number of visitors to the web site has been rising steadily. This tendency suggests that the web site is addressing a demand for information on legally

produced products and the problems of counterfeiting in the industry. The registered members of the web site regularly update information on their products and company information. In the future, individual companies may increasingly use the site as an electronic commerce tool for business-to-business interaction.

Georgia		**Total Amount of Grants**	**$68,590.26**
2001		**Number of Grants**	**5**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**665**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**4**	**Businesses Formed**	**8**
Organizational Beneficiaries	**16**	**Innovation Replications**	**1**		
Male Trainees	**300**	**Media Products**	**36**		
Female Trainees	**300**				

Example Outcome Statements

G014007 Autograph Ltd.

The project of independent newspaper Kutaisi PS (Autograph Ltd.) was implemented within a Competition to Support Independent Regional Print Media, which was a part of the Pro Media II program for independent media, conducted in cooperation with ICFJ. The Competition aimed to support the independent regional newspapers of Georgia by improving their revenue generation and financial management capabilities, establishing alternative distribution systems, and improving the information coverage and quality of reporting. The project contributed to the newspaper's financial independence and improved its coverage and reporting by expanding the organization's local reporters' and distribution network within the region and establishing 12 permanent columns, covering, among other topics, anti-corruption initiatives, local news, regional governance issues, and NGO-sector activities. Project activities increased reader demand for the paper that resulted in increased retail sales (from 60-70 percent to 100 percent) and getting of additional 250 permanent subscribers. The project successfully implemented all planned activities and achieved the goals set.

G014011 A&A Ltd

Development of strong and independent media is one of the main conditions for democratic development. However printed media in Georgia and especially in the regions is still weak - it lacks professional personnel, financial stability and technical facilities. The project of Poti (A & A) addressed the mentioned problems. The project of independent newspaper Poti (A & A) was implemented within a Competition to Support Independent Regional Print Media, which aim was to support the independent regional newspapers of Georgia by improving their revenue generation and financial management capabilities, establishing alternative distribution systems, and improving the coverage and quality of their reporting. The Competition was a part of the Pro Media II program in support of independent media, implemented in cooperation with ICFJ.The project contributed to the newspaper's financial independence and improved the quality of its reporting by 1) implementing an effective advertising strategy by publishing quarterly advertising booklets, working out of advertising strategy, decreasing prices for advertising and establishing long-term partnerships; 2) improving the format, design and quality of the paper by introduction of new rubrics and making contracts with two information agencies; 3) strengthening the organization's technical base by equipping the office with computers and other office devices. Project activities increased reader demand for the paper that resulted in increased retail sales (from 60-70 percent to 100 percent) and getting of additional 250 permanent subscribers. The newspaper continued to distribute the free copies for and placement on the stands all over the city. The project successfully implemented all planned activities and achieved the goals set.

Georgia		**Total Amount of Grants**	**$139,997.46**
2001		**Number of Grants**	**5**
2.3 More Accountable Local Government			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**659**	**Counterpart Funding**	**$356.00**	**Jobs Created**	**0**
Female Beneficiaries	**2**	**New Partnerships**	**0**	**Businesses Formed**	**29**
Organizational Beneficiaries	**510**	**Innovation Replications**	**0**		
Male Trainees	**758**	**Media Products**	**88091**		
Female Trainees	**0**				

Example Outcome Statements

G010146 Young Scientists Club of Ozurgeti

The shortage of reliable information and lack of transparency in decision-making have created barriers to Sacrebulos (local councils) to perform their duties in effective and professional manner. Sakrebulos lack access to accurate information about recent legislation, local demographics, socioeconomic statistics, and other information specific to their regions. As a respond to the challenge, EF launched a competition to support LGs through establishing the Local Councils Information Centers (LCICs) and subsequently a tender for a linkage grant. The project of the Young Scientist's Club of Ozurgeti (YSCO) sought to develop a program of comprehensive, user-friendly and easy accessible database for newly created LCICs and to deliver the assistance to the information centers that would enable them (1) to develop necessary skills, (2) to elaborate apposite methodology needed for proper maintenance of the data (such as collection, clustering, processing and upgrading), and (3) to share the experience among LCICs. (4) to create a joint web site that would make possible to share collected data. Within the framework of the project, YSCO implemented the following: (1) The electronic database was created and installed in all five LCICs, (2) the staff members of LCICs (approximately 50 individuals) were trained, (3) various types of assistance (such as upgrading the system, linking with partner LCICs, sharing approaches etc.) were delivered to all LCICs, and (4) the database has been uploaded to the world wide web. However, the grantee did not manage to develop a user-friendly and easy-to-search database, and the consultations provided to the LCICs were not enough for perfection of their skills in access and processing of local information.

Georgia		**Total Amount of Grants**	**$22,449.08**
2002		**Number of Grants**	**2**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**2**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**6**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**25**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**3**		
Female Trainees	**0**				

Example Outcome Statements

G024048 United Nations Association of Georgia

Over the last few years, numerous NGOs emerged in the regions of Georgia. Their activities were not subjected to in-depth analysis. To fill this gap the project team conducted an assessment of local NGOs that can be mobilized to facilitate oversight of government activities and to assist area businesses in eight towns of Georgia. In the final report the grant-recipient provided an analysis of socio-economic conditions in the selected towns and most importantly, an evaluation of NGOs working in the areas of government transparency and business development. The paper also included recommendations for donor initiatives in the above fields, proving an assessment of local needs in the target regions and an evaluation of the readiness of local organizations to carry out the projects. The findings of the paper were applied by the Eurasia Foundation - Georgia during design and implementation of its 2002 NGO Watchdog competition. In addition, various international and local organizations expressed their interest in the report. The applicant is currently applying the expertise gained in the course of the project in its research of regional NGOs, which is carried out through the USAID-funded Citizen's Advocate Program.

Georgia		**Total Amount of Grants**	**$15,485.30**
2003		**Number of Grants**	**6**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**0**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**6**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**0**		
Female Trainees	**0**				

Example Outcome Statements

C034021 Insitute of Social Policy

A vibrant civil society is an important element of any democratic country, but the third sector in Armenia, Georgia and especially in Azerbaijan suffers with inadequate and at times restrictive national legislation. To improve the environment for civil society organizations in the South Caucasus, the partners developed a linkage project proposal to conduct a comparative analysis of legislation regulating the NGO sector in the South Caucasus countries in relation to the Council of Europe accession terms. The final result of the linkage project would be a series of policy recommendations to the three governments in the region on how to bring national policies on regulating the NGO sector into compliance with European and international standards. The linkage project proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

C034006 Intellectual Property Association of Georgia

Information communication technologies (ICT) and their applications have created a worldwide need for well-reasoned national ICT policies that take into account new uses of technology and how they impact the local context. The Intellectual Property Association of Georgia and its partners in Armenia and Azerbaijan developed a linkage proposal to facilitate an open and secure ICT sector in the South Caucasus. The project will include an analysis of the legislation regulating ICT in the three countries and the extent to which such legislation complies with standards set by the Council of Europe. The results of the analysis will be used to formulate legislative recommendations for drafting or amending ICT-related legislation on issues such as electronic signatures, electronic commerce, ICT-related intellectual property issues, data and privacy protection, and cyber crime. The linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion and was approved for funding.

Georgia | **Total Amount of Grants** | **$828.00**
2003 | **Number of Grants** | **1**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**0**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**0**		
Female Trainees	**0**				

Example Outcome Statements

C024021 Policeman, Driver, Justice - Union

Protecting the rights of citizens is a major challenge in Armenia, Azerbaijan and Georgia. Violations of drivers' rights by traffic police are among the most frequent and widespread infringements on civic rights in the three countries. To strengthen mechanisms for protecting drivers' civic rights, the grantees developed a linkage project proposal to create a regional network of drivers' rights NGOs. In particular, the linkage proposal addresses the regular violation of drivers' rights on the roads of the region, and elaborates measures to combat corrupt practice among traffic officers. The partners' proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

KAZAKHSTAN

Kazakhstan | **Total Amount of Grants** | **$60,000.00**
1999 | **Number of Grants** | **1**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	21	Media Products	0		
Female Trainees	29				

Kazakhstan | **Total Amount of Grants** | **$342,359.43**
2001 | **Number of Grants** | **8**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	215	Counterpart Funding	$316,309.00	Jobs Created	44
Female Beneficiaries	107	New Partnerships	12	Businesses Formed	347
Organizational Beneficiaries	132	Innovation Replications	3		
Male Trainees	1462	Media Products	60005		
Female Trainees	1405				

Example Outcome Statements

A000552 Mangistau Oblast Administration for support of small business

Mangistau oblast is one of the oil regions in Kazakhstan. In 1999 thanks to sponsor help of a several oil companies and to the region's budget, microcredit program for entrepreneurs have been developed. In 1999 and 2000, 280 microcredits otaling $530 000 were given out. One of the real problems of those programs was low level of knowledge of entrepreneurs about market economy. Therefore, quality of business plans was not very high. The goal of the project was to teach basics of entrepreneurship to beginner entrepreneurs of Mangistau oblast. In addition, the project included free of charge training on organization of small enterprise giving microcredit to the best participants. Unfortunately, the grantee, oblast administration under oblast akimat for supporting small enterprise, could not finish the project. Due to change in administration the project director was changed. Only 6 out of 24 planned seminars were conducted. During the project 97 people were trained instead of 450 planned. The grantee appeared to be an ineffective training organizer. Therefore, a decision to stop financing the project was made, despite the fact that all the tasks have not been accomplished. On the basis of this experience, it is not recommended to give finance on training projects to local administrations.

A010155 Public Foundation Business Perspective

The East-Kazakhstan oblast is one of the most developed manufacturing regions in Kazakhstan. At the time of Soviet Union almost two third (2/3) of the urban population has worked for three big metallurgy plants in Ust-Kamenogorsk. However, during the last ten years those companies reduced the number of jobs dramatically. Unemployed specialists and workers have to run their own small businesses in order to survive. According to the official statistics there were registered about 6190 small and medium businesses by 1 October 2001. It is compile almost 90 percent of total number of existing business in the city. Those companies create 2900 new jobs additionally. Recent survey shows that the SME's managers have the problem with hiring the new staff because the majority of the population has a lack of knowledge and skills to run the business. This project was aimed to establish the high quality training center for entrepreneurs in Ust-Kamengorsk. The Pragma Corporation and Eurasia Foundation joined their efforts in order to get the project' goal. There were 16 new training program designed and 33 seminars conducted. During the grand period around 539 entrepreneurs were benefited by this training center. As an outcome the grantee received the state license for conducting the trainings on 21 specialties for small and medium enterprises. Several big manufacturing plants are

interested to cooperate with the training center on designing specific long-term trainings for their staff. This project could be recommended as an example of a success stories in Ust-Kamenogorsk.

Kazakhstan		**Total Amount of Grants**	**$308,380.10**
2001		**Number of Grants**	**11**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**1638**	**Counterpart Funding**	**$134,255.00**	**Jobs Created**	**21**
Female Beneficiaries	**3570**	**New Partnerships**	**58**	**Businesses Formed**	**19**
Organizational Beneficiaries	**444**	**Innovation Replications**	**34**		
Male Trainees	**1023**	**Media Products**	**178**		
Female Trainees	**894**				

Example Outcome Statements

A010051 Public Foundation National Consumers' League of Kazakhstan

Kazakhstani law protects consumers, yet without knowledge of the law, consumers cannot defend their rights. In addition, defending oneself as a consumer is seen as a training ground for the defense of other rights. The grantee, then, introduced a consumer-rights teacher's manual into high schools and universities. The grantee held two three-day seminars to introduce the curriculum to 40 teachers. Participants then introduced the curriculum into 20 schools on a pilot basis. Following this, the education ministry made the course, consumer rights basics, optional for 10th and 11th grades across Kazakhstan. An important lesson learned from the grant is the advisability of involving the Ministry of Education in the introduction of new educational materials.

A010058 Republican Scientific Technical Library

The project's goal was to help libraries adapt to the post-Soviet environment by training librarians in ways to attract funding, manage their institutions and provide services to businesspeople. Prior to the project, the grantee surveyed 720 librarians, including 70 library managers. This found that less than half felt staff training was satisfactory, and virtually all were willing to send their staff for training. In response, the foundation, in partnership with the Open Society Institute, supported a center for continuing education for library managers, which trained eighty during the grant period. On returning to their libraries, one participant conducted a market study of readers' needs, another held a publicity campaign, and several instituted competitions for librarian of the month. After, the grantee has continued training librarians, and opened up a satellite center in Karaganda, for librarians in north and central Kazakhstan. More than forty of the training participants set up an information consortium, which shares resources, and is planning to apply to the Finnish government for further assistance.

A010064 Academy of Economics and Finance

This project was one of several undertaken to address the lack of well trained, non-Marxist economists in Kazakhstan. The five-to-ten-year goal is to develop a critical mass of economists, who could then obviate the need for studying abroad, and contribute to improved government decision-making. The immediate goal of this project was to prepare students for the master's of economics program at the New Economic School in Moscow, with successful applicants receiving scholarships under a separate grant. The grantee created and taught preparatory courses focusing on the major weaknesses of Kazakhstani students: English and math. Of 32 students, two passed the New Economic School exams, and now attend courses there on Eurasia scholarships. Moreover, four were admitted to the master's of economics at Charles University in Prague. This grant underlined the low level of preparation of economics students in Kazakhstan. The grantee this year will continue the preparatory courses on a paid basis that should allow for self-sustainability.

Kazakhstan | **Total Amount of Grants** | **$29,963.00**
2001 | **Number of Grants** | **1**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**85**	**Counterpart Funding**	**$9,560.00**	**Jobs Created**	**0**
Female Beneficiaries	**72**	**New Partnerships**	**2**	**Businesses Formed**	**2**
Organizational Beneficiaries	**52**	**Innovation Replications**	**0**		
Male Trainees	**48**	**Media Products**	**5**		
Female Trainees	**49**				

Example Outcome Statements

A000495 Taxation Culture Development Fund - Public Foundation

It is widely recognized that small businesses form the flexible backbone of a developing economy. To improve their viability, the grantee aimed to ease the ability of small businesses in Kazakhstan and Kyrgyzstan to conduct cross-border trade. A series of roundtables were held to discuss the problems, and a brochure was published and distributed detailing possibilities for trade. The grantee's ultimate goal was for the Kazakhstani government to accept its recommendations; but during the grant period, the relationship between the grantee and government officials became increasingly polarized, and the recommendations were not accepted. In a word, it seems, the grantee pushed too hard.

Kazakhstan | **Total Amount of Grants** | **$46,332.00**
2001 | **Number of Grants** | **2**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**25**	**Counterpart Funding**	**$15,793.00**	**Jobs Created**	**0**
Female Beneficiaries	**15**	**New Partnerships**	**5**	**Businesses Formed**	**3**
Organizational Beneficiaries	**208**	**Innovation Replications**	**8**		
Male Trainees	**134**	**Media Products**	**37**		
Female Trainees	**184**				

Example Outcome Statements

A010030 Akimat of the Lisakovsk City

The Soviets created about 20 small cities in Kazakhstan that centered on a single industry, usually taking advantage of local natural resources or geography. The economic bases for these monocities have proven fragile, and one solution is to diversify the economy with small and medium businesses. Lisakovsk decided to take this approach, and this grant supported the writing of a development plan through 2010. Professors, government officials and foreign experts from the city itself and the provincial center took part in developing the plan. Public hearings and the media were used to receive citizen input. In addition, the plan was publicized among other monocities and in the national government, as a model. As a result, the city administration gained a better understanding of opportunities for diversification, with wide citizen input, and other monocities were introduced to the need and approach for economic diversification. Following the grant period, Urban Institute decided to use this strategic plan as a model for other small cities in Kazakhstan.

Kazakhstan | **Total Amount of Grants** | **$57,566.76**
2002 | **Number of Grants** | **3**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**1**	**Counterpart Funding**	**$1,507.00**	**Jobs Created**	**19**
Female Beneficiaries	**8**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**140**	**Innovation Replications**	**1**		
Male Trainees	**51**	**Media Products**	**4**		
Female Trainees	**485**				

Example Outcome Statements

A010228 Public Organization of Many Children Mothers "Gibrat"

According to a United Nations evaluation, the level of unemployment in Kazakhstan is about 25 percent. However, according to official sources the rate is only 9 percent. At the same time, Raushan Sarsembayeva, the president of the organization "The Business Women's Association of Kazakhstan," says that 16.4 percent of able-bodied women of working age are not engaged in labor activity, and that 63.7 percent of women are jobless. Together, they comprise two thirds of all unemployed people in this country. The main goal of this project is to provide mothers with access to small businesses and to encourage their participation in that sphere. In order to achieve this aim, the grantee conducted law and business trainings and consultations that served more than 271 women. Moreover, the project has assisted the formation of a database of job openings in Almaty. Following the project implementation, 19 new small businesses were launched. Roughly 67 women have found a position due to these efforts. The project has revealed that mothers of multiple children are not ready to be a borrower of the group microcredit program. They are more oriented towards developing family businesses.

W010117 PEOPLink Inc.

Although the Central Asia Craft Support Association (CACSA) successfully expanded the visibility of its member artisans throughout Central Asia, it still struggled in 2001 to gain access to international markets. In order to increase the exposure of CACSA's artisan groups, particularly to international fair trade wholesalers, PEOPLink introduced its proprietary CatGen system to CACSA and trained its members on the creation of electronic catalogs of their crafts. PEOPLink also assisted CACSA in promoting its products at fair trade conventions and through its website. Partly as a result of this grant, CACSA generated $27,000 in export sales from December 2002 - July 2003.

Kazakhstan		**Total Amount of Grants**	**$390,433.41**
2002		**Number of Grants**	**26**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**389**	**Counterpart Funding**	**$131,878.00**	**Jobs Created**	**0**
Female Beneficiaries	**550**	**New Partnerships**	**51**	**Businesses Formed**	**33**
Organizational Beneficiaries	**913**	**Innovation Replications**	**28**		
Male Trainees	**726**	**Media Products**	**529**		
Female Trainees	**1547**				

Example Outcome Statements

A010269 Taraz State University named after M. Dulati

Students at public regional universities have little access to modern textbooks, hindering their education. Prior to the award of this Eurasia Foundation (EF) grant, Taraz State was created by merging three smaller schools, thus making the purchase of textbooks here relatively cost effective. About 3,000 books on economics, business and law,-topics EF felt were a priority, were purchased and internet access was expanded. Also, the purchase of new software allowed the university to computerize its collection, increasing its efficiency. The number of books on business and economics checked out doubled, and teachers and students were able to use the books in research and theses writing. Using the internet, the chief librarian joined a library association and successfully applied for a funded study trip to the United States. While EF cannot deny the benefits of such book purchases, it must confront a high demand for such activities, compounded with limited resources. Following a subsequent cluster evaluation of library projects, the Almaty Regional Office decided that support of book purchases would be most effectiveas adjuncts to projects' main activities.

A020033 Association "Republican Network of Independent Observers"

With the transition to market economy, the government could not and would not pay the population's debts to public utilities suppliers. However, citizens were also unable to pay for these services, such as heating, gas and electricity. Thus, the population was abandoned to the whims of the monopolists. In 1993, the "Law On Housing Relations" proposed that people join apartments' owners cooperatives in order to both create an organized payment for public utilities and to protect the right of the apartments' owners. While the housing reform law is still being amended, most of the utilities markets have been demonopolized, and apartments' owners cooperatives have became partners with the

government and the private sector. Either the amendments that were enacted should have been enforced, or a new law should have been adopted to regulate housing relations. The seriousness of the problem caught the interest of the Parliament deputies and Government members. As a result, additional amendments to the existing law were made. In order to support a democratic approach to amendments' development, the grantee conducted a republic-wide campaign to discuss the proposed amendments with the Parliament. The grantee also conducted public hearings in all oblast centers, where recommendations to the amendments were created through the public discourse. Also, a plan for an apartment's owners cooperative was developed. However, due to the Parliament, the recommendations were not adopted during the grant period. Nevertheless, the public hearings provoked public interest in the question of housing.

A020097 Women Association of Development and Adaptation "Zharia"

The problem of domestic violence is felt sharply in Central Asian countries, with women as the typical victim. According to the research of the grantee, half of 60,000 women-recipients of a survey, had experienced domestic violence. This means that every second a woman suffers from such aggression in this region. In order to address this problem, the Women's Association of Zharia developed a two-pronged program. First, the grantee began an informational campaign, conducting several meetings in the regions on this topic. Second, the grantee developed a set of recommendations with regards to the legal ramifications of such abuseas a member of the working group responsible for writing a bill on domestic violence, as well as gathering signatures in order to lobby for the new bill. However, in the legislative session at the end of January 2003, this bill was not passed. In the future, more attention will be paid to the feedback on lobbying proposals from Parliamentarians, rather than focusing on the working group and collection of signatures. Happily, however, some changes in the legal definition of domestic violence were effected, andafter several seminars in the regions, a Crisis Center in Pavlodar, legal segments on Balkhash city radio and new projects between domestic violence NGOs and the Administration of Internal Affairs of Semipalatinsk, Ekibastuz and Kostanay were created.

Kazakhstan		**Total Amount of Grants**	**$19,340.90**
2002		**Number of Grants**	**1**
2.2 Improved Legal Systems			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**11**	**Counterpart Funding**	**$5,000.00**	**Jobs Created**	**0**
Female Beneficiaries	**8**	**New Partnerships**	**40**	**Businesses Formed**	**2**
Organizational Beneficiaries	**15**	**Innovation Replications**	**0**		
Male Trainees	**8**	**Media Products**	**6**		
Female Trainees	**7**				

Example Outcome Statements

A010227 Center of Legal Initiatives Public Foundation

Prior to this grant, Kazakhstan did not have special courts for economic disputes. A lack of expertise in business matters, combined with concerns over corruption, gave pause to businesses seeking to settle matters in court. To address this, the grantee set up an independent arbitration court in the East-Kazakhstan Oblast. During the grant period, companies wrote 40 contracts with clauses agreeing to use this independent arbitration court. Also, the court settled 15 disputes. However, two recent external risks have mitigated this court's attractiveness. First, the Supreme Court ruled that decisions made in arbitration courts are not binding. Second, special economic courts were established by the government.

Kazakhstan		**Total Amount of Grants**	**$12,703.82**
2003		**Number of Grants**	**3**
1.3 Private Enterprise Development			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**48**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**21**	**New Partnerships**	**2**	**Businesses Formed**	**66**
Organizational Beneficiaries	**51**	**Innovation Replications**	**4**		
Male Trainees	**1**	**Media Products**	**6**		
Female Trainees	**1**				

Example Outcome Statements

A030085 Entrepreneurship development agency SMEDA

Approximately 60 percent of all trade between Russia and Kazakhstan originates in border oblasts. With technical expertise from the Pragma Corporation, the grantee held a conference attended by 67 Russian and Kazakhstani NGO leaders and local officials, which resulted in the development of recommendations on strengthening cross-border Russian-Kazakhstani trade relations and alleviating customs barriers. In order to facilitate implementation of the developed recommendations, the Organization for Security and Cooperation in Europe and the Eurasia Foundation co-funded a cross-border initiative to address common trade issues.

Kazakhstan		**Total Amount of Grants**	**$11,965.28**
2003		**Number of Grants**	**4**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**7**	**Counterpart Funding**	**$810.00**	**Jobs Created**	**0**
Female Beneficiaries	**5**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**4**	**Innovation Replications**	**0**		
Male Trainees	**2**	**Media Products**	**0**		
Female Trainees	**3**				

Example Outcome Statements

A020257 Editorial Office of the Newspaper Ustinka Plus Co., Ltd

Commercially viable independent newspapers are an important part of both civil society and economic development in Kazakhstan. However, newspapers in the country often lack the basic business and professional skills necessary to make their papers reliable and sustainable sources of information for the public. As a part of the Eurasia Foundation's Regional Independent Media Support Initiative, two senior staff members from the newspaper Ustinka Plus participated in an internship program at a successful newspaper in Barnaul. The staff members received training in newspaper management and creation of strategic plans for business and professional development. The knowledge and skills acquired by the grantee are already contributing to the development of the newspaper. The grantee recently created a plan for financial sustainability, which includes a program for attracting new readers, a new pricing policy and a subscription program. With the help of these events, Ustinka Plus plans to increase its advertising profit by 20 percent and increase copies by 15 percent.

A020262 Your chance Co., Ltd

Commercially viable independent newspapers are an important part of both civil society and economic development in Kazakhstan. However, newspapers in the country often lack the basic business and professional skills necessary to make their papers reliable and sustainable sources of information for the public. As a part of the Eurasia Foundation's Regional Independent Media Support Initiative, editor-in chief of the newspaper Nasha Gazeta participated in an internship program at a successful newspaper in Saint-Petersburg. The staff member received training in newspaper management and in creation of strategic plans for business and professional development. The knowledge and skills acquired by the grantee are already contributing to the development of the newspaper. The grantee has recently developed a plan of improvement for financial sustainability and practice of business conduct in newspaper. In addition, newspaper is currently developing a plan to expand its readership and improve its advertising policy. With the help of these events Nasha Gazeta plans to enter into new markets and set up newspaper subscription in the region.

KYRGYZSTAN

Kyrgyzstan | **Total Amount of Grants** | **$60,000.00**
1999 | **Number of Grants** | **1**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	21	Media Products	0		
Female Trainees	29				

Kyrgyzstan | **Total Amount of Grants** | **$141,831.87**
2001 | **Number of Grants** | **6**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	3202	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	4120	New Partnerships	241	Businesses Formed	1420
Organizational Beneficiaries	59	Innovation Replications	45		
Male Trainees	191	Media Products	28		
Female Trainees	175				

Example Outcome Statements

W010044 University of Florida

Based on a set of recommendations produced by the grantee during an earlier grant (W00-0127), the Kyrgyz Minister of Education requested further assistance in developing business education standards and ensuring that these standards will be used as official national requirements for business education programs. Although there are limited managerial jobs available in the Kyrgyz Republic at this time, graduates of the major business education programs are assuming top level positions in local companies, international firms and government agencies. The Kyrgyz Republic is the first Central Asian country positioned to adopt international-quality business standards, a development that would set an excellent example for the entire region. To support these efforts, experts from the University of Florida assisted a Ministry of Education working group to develop standards, including objectives, expectations for business program graduates, minimum requirements for instructional resources, a credit hour system, admission criteria, curriculum development guidelines and corporate linkage recommendations. Although the working group produced draft legislation for the adoption of business education standards for the Ministry, the President unexpectedly replaced the Minister with a less progressive official, and as of April 2003, the recommendations had not been adopted. However, local universities continue to take advantage of the grantee's recommendations for improving academic and administrative procedures on a less formal basis.

A007026 Institute of Retraining and Professional development of personnel under KSNU

Many farmers are unaware of Kyrgyz agricultural reforms, which have constrained the improvement of agriculture in the country. The grantee created four educational centers throughout several regions. Eight three-day seminars were conducted for 230 people, of whom fourteen were themselves trainers. One thousand copies of an informational booklet on land use was published, 600 of them in Kyrgyz. The grantee established a partnership with Chemonics International and the public fund "Kalys Consult" to institutionalize their training programs.

A017020 Public Association of Initiative Youth Ceonis

Unemployment is a problem among young people in Kyrgyzstan. The grantee developed a project to help teens find jobs through an employment database and by establishing labor exchanges with employers in Bishkek and Tokmok. Fourteen hundred and twenty young people were able to find jobs- through the grantee's website and employment programs. A special program has also been developed to employ youth for seasonal work at Lake Issyk-kul during the tourist season. The grantee is currently expanding its program into southern Kyrgyzstan.

Kyrgyzstan		**Total Amount of Grants**	**$16,318.00**
2001		**Number of Grants**	**1**
1.4 Competitive Responsive Financial Sector			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**3**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**8**	**New Partnerships**	**7**	**Businesses Formed**	**0**
Organizational Beneficiaries	**6**	**Innovation Replications**	**0**		
Male Trainees	**239**	**Media Products**	**5**		
Female Trainees	**440**				

Example Outcome Statements

A007039 Kyrgyz Stock Exchange CJSC

The securities market is constrained by a lack of technical expertise in using information systems in the Kyrgyz Stock Exchange. The grantee introduced a computer training program in on-line bidding systems, including seven study courses, the creation of a legal database on securities trading, and the creation of a web site for their study center. Six hundred seventy-nine people attended theoretical and practical training courses on securities trading. Seven partnerships with leading Kyrgyz Universities led to the development of similar courses and internships for undergraduates. Given the sluggish development of the Kyrgyz Republic's financial sector and stock market in particular, it must be noted that the grantee will likely be unable to become a sustainable, self-financing institution in the near future

Kyrgyzstan		**Total Amount of Grants**	**$120,629.12**
2001		**Number of Grants**	**5**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**204462**	**Counterpart Funding**	**$24,112.00**	**Jobs Created**	**0**
Female Beneficiaries	**318687**	**New Partnerships**	**21**	**Businesses Formed**	**22**
Organizational Beneficiaries	**137**	**Innovation Replications**	**26**		
Male Trainees	**74**	**Media Products**	**218**		
Female Trainees	**128**				

Example Outcome Statements

A007007 The Agency of Commercial Information "Kyrgyzstan"

The state-run news agency Kabar exists as a virtual monopoly over news and information in Kyrgyzstan. Independent media outlets, starved for financial resources that would allow them to collect and report on news on their own, find themselves dependent on Kabar's services, despite its narrow and often one-sided reporting. In response, AKI-Press News Agency opened a Press Center as a step towards objective news reporting and the creation of a true media. The Press Center is the first independent agency in Kyrgyzstan to possess a wide regional network of journalists, providing news and analysis from all over the country that is free of government spin. The Press Center has organized sixty press conferences, briefings, and round tables, with both state and non-state participants. Six regional offices of AKI-Press were opened in all regions of Kyrgyzstan, and training seminars for regional journalists were held. The Press Center also founded a website, which has since become the leading source of objective electronic information in Kyrgyzstan. A recent survey indicated AKI-Press' news website is the most popular in Kyrgyzstan, and in 2002 AKI-Press was awarded the First National Internet Award as Best Information and News Resource. More that 30 percent of all visitors to the site are from outside the country. AKI-Press assured its news services' sustainability by forming agreements with ITAR-TASS and other Russian agencies, as well as Reuters and Dow Jones. AKI-Press plans to further improve the

quality and range of its news products, including a prospective Southern Press-Center in Osh and a sales department to conduct market research and identify

A007008 Public Union ''ASIMO'' (Association of specialists of interactive methods of teaching)

The growing number of both local and international non-profit organizations delivering social services and implementing development programs in Kyrgystan fosters program development, efficiency, and the fiscal accountability needed for sustainability on the competitive market. This raised the need to introduce a systematic program evaluation that would provide as valid and reliable data as possible to draw lessons, to provide strategic recommendations, and to demonstrate results and impacts of intervention efforts.To address this need, the local association of trainers, ASIMO, allied with Russian leading evaluation trainers in order to design an evaluation training program. The training resulted in establishing a local consulting company, The Bureau of Monitoring and Evaluation, with professional evaluation cadre and publishing the first evaluation handbook reflecting local trends and opportunities in the evaluation field in Kyrgystan. As a result of the project, six part-time evaluators provide both internal and independent evaluation services throughout the country and 125 copies of the handbook were disseminated among training participants, local non-profit organizations and throughout the donor community. In addition, a group of independent local evaluators have developed additional evaluation training models and contribute to the international professional network, such as International Program Evaluation Network (IPEN) and International Evaluation Development Association (IDEAS). The internal evaluation of the project highlighted a lack of local demand and, therefore, a need for practical experience and market training for local professionals to commercialize monitoring and evaluation activities. The Eurasia Foundation concluded by recommending a cross-sectoral approach in developing comprehensive national Evaluation Capacity Development Strategy to local professionals, interested non-profit organizations, and international donors.

A017025 Public Association of Social Protection of Population

In Kyrgyzstan, it is the elderly who have been hardest hit by the transition to a market economy. Their savings have disappeared amid the currency crises and devaluations since the 1980s, while government pensions do not cover even their minimum expenses. To provide social and legislative support to the elderly, the Foundation for Social Protection of the Population (FSPP) conducted seventy-nine public hearings with government and parliamentary representatives. As a result, the Kyrgyz parliament acted on FSPP's recommendations and public hearings by amending pension laws to better serve retired people. A research and informational center has also been set up, with legal consulting services provided to 2,371 pensioners, and a nationally-distributed journal published on retirees' issues, with a subscription rate of 2,400 per issue. More importantly, FSPP's public hearings led to 2002 presidential decree increasing state benefits for low income and disabled pensioners by 30 percent. FSPP has became a leader among NGOs in Kyrgyzstan whose missions are the advocacy of the interests of civil society. An external evaluation, organized within the framework of the project, made recommendations for the institutional development of FSPP with the involvement of regional branches in overall strategic decision making, and the creation of a fundraising strategy.

Kyrgyzstan
2001
2.2 Improved Legal Systems

Total Amount of Grants	**$54,780.00**
Number of Grants	**3**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**2593**	**Counterpart Funding**	**$5,976.00**	**Jobs Created**	**0**
Female Beneficiaries	**2662**	**New Partnerships**	**6**	**Businesses Formed**	**9**
Organizational Beneficiaries	**10**	**Innovation Replications**	**10**		
Male Trainees	**346**	**Media Products**	**404**		
Female Trainees	**513**				

Example Outcome Statements

A017075 Public Union "Ymyt-Balykchi"

In Kyrgyzstan's post-Soviet economic decline, the Kyrgyz government has been unable to meet its obligations to provide many public services. Without state resources or the political will to enforce citizen's rights, and with most people ignorant of the law, many Kyrgyz areunableto defend themselves against cases of abuse or corruption. The NGO Umut opened five pro-bono legal consultation centers in the city of Balykchi to improve citizens' access to information, and provide legal aid for those in need. As a result, 1,718 consultations on social and economic rights were provided, 41 seminars were held to train four hundred people to better respond to social problems, and 36 articles

on the rights and obligations associated with public services were published in local papers. More importantly, Umut became an innovative leader in creating social partnerships among NGOs, local government, and citizens to address city-wide social and legal problems. These partnerships have proved very successful in engaging both government and citizens in public dialogue on common issues and, based on the findings of an independent evaluation, has become a replication model for similar efforts in Kyrgyzstan. Umut has since opened four new pro bono consultancies without Eurasia Foundation support, demonstrating its sustainability and public acceptance.

A017027 Public Association ''The Young Lawyers of Kyrgyzstan''

The legal consultation center was opened to provide disadvantaged citizens of Naryn oblast with access to qualified legal assistance free of charge, as well as to improve law schools' curricula by introducing mentored internships at the center. Students improved their practical legal skills, while citizens received help in solving a wide spectrum of legal issues, which they otherwise would not have been able to address. One thousand three hundred-fifty three people received free legal services, which included site-visits to fifty rural villages and administrative districts. Lawyers helped bring nineteen cases to court, six of which were decided successfully. One thousand four hundred seventy clients received free access to legal literature and twelve legal educational seminars were conducted for young lawyers and students of Naryn State University. The organization set up a student law clinic in the Naryn State University.

Kyrgyzstan — **Total Amount of Grants** **$32,822.34**
2002 — **Number of Grants** **3**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**868**	**Counterpart Funding**	**$14,661.00**	**Jobs Created**	**15**
Female Beneficiaries	**1036**	**New Partnerships**	**3**	**Businesses Formed**	**45**
Organizational Beneficiaries	**8**	**Innovation Replications**	**1**		
Male Trainees	**74**	**Media Products**	**95**		
Female Trainees	**34**				

Example Outcome Statements

W010117 PEOPLink Inc.

Although the Central Asia Craft Support Association (CACSA) successfully expanded the visibility of its member artisans throughout Central Asia, it still struggled in 2001 to gain access to international markets. In order to increase the exposure of CACSA's artisan groups, particularly to international fair trade wholesalers, PEOPLink introduced its proprietary CatGen system to CACSA and trained its members on the creation of electronic catalogs of their crafts. PEOPLink also assisted CACSA in promoting its products at fair trade conventions and through its website. Partly as a result of this grant, CACSA generated $27,000 in export sales from December 2002 - July 2003.

Kyrgyzstan — **Total Amount of Grants** **$43,085.00**
2002 — **Number of Grants** **3**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**361**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**222**	**New Partnerships**	**17**	**Businesses Formed**	**42**
Organizational Beneficiaries	**16**	**Innovation Replications**	**42**		
Male Trainees	**90**	**Media Products**	**33**		
Female Trainees	**157**				

Example Outcome Statements

A017026 International Program Integration Institute of KyrSNU.

Kyrgyzstan's provincial universities have experienced a "brain drain" as qualified teachers depart for better opportunities either in the capital or overseas. To improve the quality of higher education and improve educational reforms in the provinces, the Kyrgyz State National University established the country's first distance learning center in Karakol. The center was created specifically to develop Internet-based university curricula and provide teacher-

trainings in computer-based education for educators in the provinces. As a result, seven computer-based training courses in economics and law were created, and recommendations for improvements from the first trainees have already been incorporated. Independent Russian experts have evaluated the courses and publications very favorably. The center plans on expanding its distance-learning training programs to other universities in Kyrgyzstan.

Kyrgyzstan		**Total Amount of Grants**	**$17,520.00**
2002		**Number of Grants**	**5**
2.3 More Accountable Local Government			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**6**	**Counterpart Funding**	**$53,025.00**	**Jobs Created**	**0**
Female Beneficiaries	**6**	**New Partnerships**	**1**	**Businesses Formed**	**2**
Organizational Beneficiaries	**26**	**Innovation Replications**	**1**		
Male Trainees	**24**	**Media Products**	**11**		
Female Trainees	**21**				

Example Outcome Statements

A027880 City administration of Balykchi

Kyrgyz city administrations have long struggled to manage effectively municipal resources, in part because of a lack of equipment, information technologies and knowledge of resource management techniques. As a result, cities suffered from opaque planning, ineffective budget implementation, and a failure to include the local population in the decision-making process. To address these problems, the Eurasia Foundation together with the Urban Institute jointly implemented a grant project in seven Kyrgyz cities, providing the grantees with equipment, database software and training in property and financial management. This grant helped the city of Kara-Balta improve its management systems, create a development strategy and hold public hearings on budget planning and property management, raising the accountability, transparency and efficiency of the city. As a result of this grant, the city of Kara-Balta created a Department of Municipal Housing to manage municipal property including 31 property units (mostly apartment buildings).

MOLDOVA

Moldova
2002
2.1 Citizen Political/Economic Participation

Total Amount of Grants	**$31,574.00**
Number of Grants	**1**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	123	Counterpart Funding	$5,988.00	Jobs Created	0
Female Beneficiaries	131	New Partnerships	2	Businesses Formed	2
Organizational Beneficiaries	178	Innovation Replications	0		
Male Trainees	37	Media Products	193		
Female Trainees	58				

RUSSIA

Russia | **Total Amount of Grants** | **$34,300.00**
1999 | **Number of Grants** | **1**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	8	Media Products	1		
Female Trainees	38				

Example Outcome Statements

M990217 School of Economics

The project aimed to improve the quality of economics education by raising professional qualifications of secondary school teachers. The grantee developed and launched a two-year distance-learning program on economics. Of 46 participating teachers from northwest Russia, however, only 28 successfully graduated. Nonetheless, participants used their new skills in their schools, and 45 percent of graduates reported substantial improvements in their students' results. In addition, 71 percent of graduates went on to receive further degrees, while 41 percent were promoted to leadership positions. Others, unfortunately, left their schools for jobs at universities and in business. The grantee intends to improve and expand the program, but competition from other providers and teachers' low incomes will prevent the program from becoming fully self-sustainable.

Russia | **Total Amount of Grants** | **$79,373.50**
1999 | **Number of Grants** | **3**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	12	Counterpart Funding	$20,851.00	Jobs Created	37
Female Beneficiaries	5	New Partnerships	20	Businesses Formed	350
Organizational Beneficiaries	174	Innovation Replications	2		
Male Trainees	162	Media Products	17		
Female Trainees	110				

Example Outcome Statements

M991014 Credit Consumer Cooperative - Credit Union, Garant

The project was aimed to stimulate entrepreneurial activity among former military officers and their family members. It was conducted under the auspices of a joint Eurasia Foundation and Open Society Institute program. As a result of the project, an association of 19 credit cooperatives was created and their staff received training in accounting standards, lending practices, efficient management and risk assessment. In addition, more than 250 new jobs and 19 new businesses were created. Information about the project, as well as its methodological materials, have been widely disseminated and published on the program's Internet site, www.exmilitary.ru.

Russia | **Total Amount of Grants** | **$67,127.54**
1999 | **Number of Grants** | **3**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	1046	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	907	New Partnerships	0	Businesses Formed	13
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	0	Media Products	0		
Female Trainees	0				

Example Outcome Statements

M990781 National Circulation Service

One of the main challenges facing the independent Russian media is the lack of marketing skills necessary to operate successful businesses. The project of the National Circulation Service was submitted under the aegis of the Anti-Crisis Media Support Initiative launched by the EF in June 1999. The project aimed to improve media managers' business skills through a series of seminars, as well as by promoting the necessity of circulation certification as a crucial element of market transparency. In addition, the grantee was to publish and distribute 2,000 copies of a booklet, entitled "How to reduce expenses on publishing and increase the budget through more effective advertising." However, the project failed to achieve any long-term results. The concept of certified circulation failed to gain ground, and the grantee has not developed into a real nationwide circulation auditor, although the number of certified outlets has increased significantly. While the quality of the seminars was highly praised by participants, they were essentially one-time events with little follow-up. A more successful project would require a more detailed development strategy.

Russia | **Total Amount of Grants** | **$465,919.37**
2000 | **Number of Grants** | **14**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	2389	Counterpart Funding	$134,809.00	Jobs Created	1
Female Beneficiaries	1212	New Partnerships	68	Businesses Formed	3
Organizational Beneficiaries	503	Innovation Replications	3		
Male Trainees	1077	Media Products	39		
Female Trainees	516				

Example Outcome Statements

M000232 M.A.G. Consulting

The project aimed to accelerate the integration of Russian companies into the international business community by promoting international accounting standards and e-commerce. One of Russia's leading Internet-based management consulting resources, CONSULTING.RU, underwent a global redesign, adding searchable content on accounting, financial management and e-commerce, including an archive of more than 1,400 articles. The number of visitors exceeds 375,500. Five on-line conferences facilitated networking between more than 100 accountants, who discussed key accounting and management issues. However, the grantee failed to finish the project activities on schedule and had to change its Internet provider in order to support new technical functions.

M000427 Bryansk State Technical University

The project aimed to stimulate private enterprise development in the Bryansk region by improving entrepreneurs' business skills. The grantee established a distance-learning center with two local affiliates. A course on major business issues was published on the website, www.bgtu.debryansk.ru/grant2, as well as in four print bulletins and a brochure. However, managers from only 90 SMEs took part in training courses, well short of the target of 150. And of those, only 59 passed the final exam. The lack of computer skills among SME managers and limited access to the Internet meant that the courses were taught almost entirely face-to-face. There remains little evidence of stable demand from SMEs in the region for distance learning programs.

V990620 Ministry of Economy and International Relations of the Republic of Buryatia

The grant was awarded to support the development of regional agribusiness by promoting the concept of credit unions as effective lending facilities for small farming enterprises in the Buryat Republic. Before the grant, regional legislation regulating credit union activities was undeveloped and, therefore, credit cooperatives did not exist. To change the situation, the project team first proposed a number of legislative-initiatives. Using other regions' legislation as a model, they drafted several normative documents regulating the operations of credit cooperatives and developed a new legislative bill entitled "About Agricultural Cooperatives in the Buryat Republic" that was presented to the People's Khural (legislative body) for further review. In addition, they developed an educational program to explain their activities and presented 19 seminars on credit union activities to over 500 representatives of rural administrations and small farming enterprises. The target audience received follow-up consultations and reference materials. Project events were covered by the local mass media. The grant became a starting point for the credit union movement in the region as the newly developed normative acts helped to allocate regional budget funds for the creation of credit cooperatives. According to the grantee's report, the project helped to create 26 cooperatives in 12 regions of the Buryat Republic. The new credit organizations were united in an association of rural credit cooperatives capable of developing a future dialogue with local authorities and providing informational and procedural support to existing credit cooperatives, as well as to groups interested in creating credit cooperatives.

Russia		**Total Amount of Grants**	**$202,149.00**
2000		**Number of Grants**	**3**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**461**	**Counterpart Funding**	**$23,797.00**	**Jobs Created**	**0**
Female Beneficiaries	**648**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**91**	**Innovation Replications**	**4**		
Male Trainees	**179**	**Media Products**	**36**		
Female Trainees	**191**				

Example Outcome Statements

S000255 Penza Academy of Young Managers and Businessmen

Aiming at improving social service delivery in the city, the municipality, together with local NGOs developed a system of municipal grant competitions for community organizations. Forty NGOs received training in management, marketing, fundraising and project development. As a result, a first municipal grant competition awarded 4 NGOs with small grants to the amount of two thousand dollars. The municipality created a council to coordinate city social programs with community organizations and approved annual municipal grant competitions as an effective mechanism for social service delivery. For now on the best initiatives from local citizens have a real opportunity to obtain municipal financial and administrative support.

S000256 Samara Youth Union

Having addressed the problem of low activism in community affairs, the grantee selected the most promising twelve local schools and trained thirty-six administrators, teachers, parents and children on the principles and tools of community active schools. The schools attracted nine hundred and eighteen volunteers, conducted ten local events and raised about four thousand dollars in funds to solve the most acute community problems. As a result, the schools became real community centers uniting the most active residents. Having summarized the best practices, the grantee created an interregional training center, trained twenty-nine NGO representatives from ten Southern Russia regions on how to develop community active schools and initiated such programs in six regions.

Russia | **Total Amount of Grants** | **$43,699.14**
2000 | **Number of Grants** | **2**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**1208**	**Counterpart Funding**	**$14,221.00**	**Jobs Created**	**0**
Female Beneficiaries	**771**	**New Partnerships**	**2**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**71**		
Female Trainees	**0**				

Example Outcome Statements

S000150 NGO Trade Union of Entrepreneurs

Local small businesses suffer from numerous administrative barriers. Thanks to this grant the union of entrepreneurs organized access for local business to qualified legal services and information. The union's lawyers submitted 30 suits against local administrative bodies. Half of them were solved in favor of entrepreneurs. The union also made some administrative acts of the oblast government to be canceled. As a result such effective legal protection stimulated local entrepreneurs to increase the union/s membership by eight times increase one year.

Russia | **Total Amount of Grants** | **$19,710.00**
2000 | **Number of Grants** | **1**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**0**	**Counterpart Funding**	**$5,808.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**8**	**Businesses Formed**	**0**
Organizational Beneficiaries	**70**	**Innovation Replications**	**0**		
Male Trainees	**28**	**Media Products**	**7**		
Female Trainees	**42**				

Example Outcome Statements

S000195 Board of Self-Governing Organizations

The self-governing organizations, created with the support of the local government, were incapable of solving community issues since they did not invite citizens and local organizations to their activities. The grant provided seventy managers of these organizations with skill on how to involve citizens and make partnerships with local organizations. As a result, these organizations involved eight hundred citizens as volunteers, conducted social services to two thousand three hundred and seventy-eight people, and attracted local resources for building playgrounds and organizing local interest clubs. The eight self-governing organizations created local coordinating councils consisting of active citizens, NGO leaders, journalists, representatives of local and federal governmental bodies that significantly facilitates and quickens solving local issues.

Russia | **Total Amount of Grants** | **$276,791.05**
2001 | **Number of Grants** | **4**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**71**	**Counterpart Funding**	**$69,457.00**	**Jobs Created**	**0**
Female Beneficiaries	**176**	**New Partnerships**	**0**	**Businesses Formed**	**3**
Organizational Beneficiaries	**6**	**Innovation Replications**	**0**		
Male Trainees	**72**	**Media Products**	**7**		
Female Trainees	**153**				

Example Outcome Statements

S000408 JSC Progressor: Audit & Consulting

Addressing the issue of low capacity of Russian communities to allocate scarce municipal resources more effectively, the grantee initiated introduction of strategic planning methods in the region. The qualified experts diagnosed forty-one municipalities, selected six most promising ones and built teams, consisting of municipal managers, local consultants and university level students. The training sessions resulted in the development of six projects that are currently implemented by the municipalities together with their communities. As a result of the grant the strategic planning approach in municipal management is now a widely discussed public topic in the region.

V000198 Auditconsul Joint Stock Company

Like other regions of Russia, tax policy in Sakhalin Oblast is constantly evolving on the regional and local level. The growing ability of private citizens and businesses to impact these regulations is changing, as well. One example of this is the regional law "On imputed income," which regulates mechanisms of yield assessment for small and medium enterprises, and which was adopted by the Sakhalin Oblast Duma (legislative body) in 1999 after a federal statute. One flaw in this regulation was that the interests of private companies and entrepreneurs involved in the most promising economic endeavors in the region, such as fisheries, timber and service industries, were not protected. Any attempts to improve the existing law came to naught. To address this problem, and to optimize taxation of small and medium enterprises, the project team persuaded local business associations to carry out an economic analysis of the profitability of selected businesses. On the basis of these results, the project specialists developed new methods of yield assessment, presented them at educational seminars and round-tables for managers and accountants of private companies, and worked out amendments to the regional law "On imputed income" that were submitted to Sakhalin Oblast Duma for further review. According to the final grant report, legislative bodies have not approved the amendments yet, but the project results can be regarded positively, as the grant came up with practical ways for improving local tax legislation. Once the amendments are accepted, they will facilitate the creation of a mechanism to prevent income concealment and help establish a level playing field for small businesses".

W000086 American Friends of The New Economic School

The New Economic School (NES) continues to enjoy its reputation as the top graduate economics education program in Russia, but as with all top-rated educational institutions around the world it continues to depend on donor funding. This grant represents the sixth award to support the program, allowing the program to continue its successful recruitment of indigenous faculty and the placement of its graduates in top PhD programs in Europe and the United States. Under this grant, NES was also able to defer some of its operating expenses by introducing fee-based continuing education courses and requiring students to start making tuition payments. In order to further reduce operating expenses, NES developed a strategic plan, which includes a discussion regarding a possible merger with EERC Moscow and the Center for Economic and Financial Research, the leading Russian economic think tank.

Russia | **Total Amount of Grants** | **$950,760.48**
2001 | **Number of Grants** | **36**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**8854**	**Counterpart Funding**	**$161,022.00**	**Jobs Created**	**17**
Female Beneficiaries	**7568**	**New Partnerships**	**121**	**Businesses Formed**	**14**
					2
Organizational Beneficiaries	**1599**	**Innovation Replications**	**1**		
Male Trainees	**2416**	**Media Products**	**551**		
Female Trainees	**1986**				

Example Outcome Statements

M010097 Interregional Marketing Center Karelia – Moscow

Successful business development requires the key component of effective advertising. However, the majority of small and medium-sized business in Russia lack the necessary knowledge and skills needed to develop in-house advertising campaigns. In order to address this need, the Interregional Marketing Center provided business representatives with free consultations, educating them on advertising practices while building a client base for their services. A booklet on

the Karelian advertising market was published, providing entrepreneurs with a practical guide to help them plan dynamic advertising campaigns. As a result of the project, the advertising knowledge and skills of more than 300 small and medium enterprise managers in Karelia were improved, and 30 enterprises received consultations on the finer points of ad campaigns. In support of a permanent advertising consulting center for entrepreneurs to continue these efforts, a follow-up grant is being considered.

M010098 Institute of National Project "Social Agreement"

Excessive government regulation of business activities can hinder effective development in this sector. According to international practice, one of the most effective ways to overcome this obstacle is to transfer regulating responsibilities from the government to industrial and professional Business Associations. However, it wasn't until recently that this concept was either promoted or practiced in the Russian Federation. Eurasia Foundation (EF) grantee, Institute of National Project Social Agreement, created, published and distributed methodological recommendations for Business Associations on self-regulating activities. These ideas were widely discussed among entrepreneurs, and the leaders of Business Associations received training specific to Russian conditions on the creation of self-regulating organizations. Due to project activities the representatives of Business Associations actively participated in the creation of a federal law on self-regulating organizations in the Russian Federation, and this bill, which took into account the position of the business community, was introduced in the State Duma of the Russian Federation.

W000132 Counterpart International

According to EF research, 85 percent of business associations consider the promotion of entrepreneurship, the protection of members' rights, coalition building and lobbying collective interests as primary goals. Because women make up a third of all private business owners in Russia, Counterpart argued that there is a strong need to increase the capacity of these associations. This grant allowed Counterpart to test this hypothesis through intensive, detailed surveys of members of 16 women's business associations. The study determined that women's business associations provide important services to their communities and have ongoing programmatic and institutional needs. However, the study was unable to demonstrate that women entrepreneurs have specific business needs that are not addressed by non-gender-specific business associations. For this reason, the Foundation determined not to consider funding for Counterpart's proposed Training and Technical Assistance Plans (TATAPs) for Russian women's business associations.

Russia | **Total Amount of Grants** | **$330,974.02**
2001 | **Number of Grants** | **14**
1.4 Competitive Responsive Financial Sector

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**1725**	**Counterpart Funding**	**$673,888.00**	**Jobs Created**	**1**
Female Beneficiaries	**1492**	**New Partnerships**	**20**	**Businesses Formed**	**610**
Organizational Beneficiaries	**1359**	**Innovation Replications**	**15**		
Male Trainees	**1459**	**Media Products**	**8888**		
Female Trainees	**1183**				

Example Outcome Statements

M000735 Orel Regional National Foundation for Support Small Entrepreneurship

In order to succeed in tough business environment, Russian business, like businesses everywhere, must have access to legitimate credit. The project implementers developed a micro finance program in Orel region, providing small business with access to capital. Project implementers trained credit officers from Orel and 2 districts, who in turn consulted entrepreneurs and disbursed 845 micro loans using their own funds and a loan from Federal Fund of Small Business Support. In addition a brochure on issues of micro loans program of Orel Regional State Fund of Small Business Support was published and disseminated among 1000 entrepreneurs.

M010414 Agricultural Consumer Credit Cooperative, Doverie

Rural credit cooperatives provide Russian farmers and agricultural producers with viable financial support. This project by the Agricultural Consumer Credit Cooperative (ACCC) improved the organization's financial sustainability and expanded its spectrum of services. During the activities, cooperative clients took part in 5 seminars and benefited from more then 650 consultations in business and law. The grantee modernized financial reporting and analysis, and improved loan and savings policies by introducing computer programs and implementing professional staff development. Project activities were covered by local mass media and in publication materials. As a result of their

work, the ACCC enlarged its membership base from 171 to 412 and increased its share fund by 1,985,400 rubles. The project assisted in increasing the cooperative's credit capital by 47,990,000 rubles.

Russia | **Total Amount of Grants** | **$611,476.25**
2001 | **Number of Grants** | **26**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**1667**	**Counterpart Funding**	**$379,118.00**	**Jobs Created**	**3**
Female Beneficiaries	**2588**	**New Partnerships**	**27**	**Businesses Formed**	**0**
Organizational Beneficiaries	**1035**	**Innovation Replications**	**31**		
Male Trainees	**702**	**Media Products**	**1091**		
Female Trainees	**1375**				

Example Outcome Statements

M010480 Partnership for Development, Association

NGOs in Russia frequently suffer from a lack of support on the part of local business and government, a problem the NGO resource center in the Saratov Oblast aims to help rectify. To that end, the grantee held an Auction for NGO Social Projects, raising $3,300 from local enterprises to fund 10 projects. During the grant period, nearly 120 NGO activists and 15 business representatives from four cities in the oblast were trained in project development and fundraising. The grantee also worked to improve the legal environment for NGOs, drafting two bills to strengthen the legal basis for social partnership in the region. In addition, two associations were established to help NGO leaders and accountants improve their professional skills. The project's results were published on the Internet (www.wildfield.ru/socpart). The project raised awareness of NGO-based social projects in the private sector and boosted NGO development in the region.

V010069 Living Arctic NGO

In Magadan Oblast, as in many other places of the Russian Far East, charitable and philanthropic potential exists, but it is not being developed. To address this situation, the Living Arctic non-governmental organization (NGO) organized a variety of events to encourage interactions among non-profit entities, government agencies and businesses, and provided training and consultations on project management and social partnerships. As a result, governing bodies provided about $3,166 in grant pools for the three municipal youth social grant competitions that were conducted for the first time in the history of Magadan. Four youth NGOs received money and implemented several social projects. The grantee participated in drafting a decree and several regulations concerning municipal grant competitions, which were successfully adopted. To further mobilize community resources, the grantee initiated the creation of a Public Council under the Office of the Mayor of Magadan. Proof of the project's long-term effect is that local officials made a decision to set aside approximately $20,000 from next year's local and regional budgets to conduct municipal competitions for social projects. This amount is 6 times greater than that obligated in previous years for similar activities.

Russia | **Total Amount of Grants** | **$169,550.03**
2001 | **Number of Grants** | **7**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**675**	**Counterpart Funding**	**$39,948.00**	**Jobs Created**	**0**
Female Beneficiaries	**459**	**New Partnerships**	**6**	**Businesses Formed**	**34**
Organizational Beneficiaries	**32**	**Innovation Replications**	**0**		
Male Trainees	**362**	**Media Products**	**101**		
Female Trainees	**282**				

Example Outcome Statements

V010137 Institute of Psychology, Business, Political Science and Law.

Historically, one of the ways in which corruption has occurred is through the improper allocation of federal and regional resources. Russian legal documents sometimes contain norms which, if abused, can actually facilitate corruption. According to research by the grantee, legislators at the pre-award stage of a publicly-bid project sometimes do not know about the appropriate legal mechanisms for allocating local resources, and the general public is even less informed. To address this problem, the grantee proposed a program using the rule of law as a tool to prevent corruption in the management of state and municipal resources. Based on foreign experience and existing legal norms concerning the allocation of local resources, they developed the most likely legal mechanisms for making these procedures more transparent; published a brochure Legal Mechanisms for Corruption Prevention in the Management of State and Municipal Resources"; and distributed it among legislators, government officials, lawyers, entrepreneurs, scientists, and teachers at institutes of higher education. The grantee tested these anti-corruption techniques for researching legal documents by analyzing a number of local norms. The results were presented at the conference "Current Problems of Corruption Prevention in the Far East District" to 50 representatives of Eurasia Foundation grantee organizations, the Administration of the Representative of the President of Russia in the Far Eastern Federal District, government bodies, law enforcement agencies, researchers, lawyers and entrepreneurs from eight Russian Far East territories. The conference, as well as the other grant events, helped to make participants (which included entrepreneurs and NGO leaders) more aware of law-making processes and about legal mechanisms for corruption prevention in the management of local resources. According to the final grantee report, the project materials are being used by NGOs to protect their rights and to fight corruption, as well as to train students of law departments at a number of educational establishments in Moscow, St. Petersburg, Tymen, Khabarovsk and Vladivostok. It is expected that in future the guidelines which were developed under this grant will help strengthen public oversight over local governments in the regions".

V010146 Intertrust, Ltd.

Like many other regions of Russia, Sakhalin Oblast needs to attract and retain foreign and domestic investment to improve its economic situation. However, a lack of favorable legislation and low ethics and business standards have made Sakhalin among the riskiest places for business development in Russia. According to a survey from the year 2000, published by Expert magazine, Sakhalin ranked 69th among the 89 regions of Russia in this regard. To address this problem, the project team drafted a Business Ethics Code and a Business Ethics Declaration for private enterprises, and presented the documents to about 200 local authorities, legislators, entrepreneurs, journalists, representatives of educational establishments, and business associations at six round tables and workshops for review and comment. The participants outlined the importance of promoting ethical norms of business conduct; and of developing ethics codes at Sakhalin enterprises, as well as devising mechanisms to monitor adherence to these principles. They also suggested several practical steps for promoting a business ethics code in the region. The project events received coverage in the local media and on a specially-created web-site that helped to attract general public interest to the grant. Though it will take time for Sakhalin entrepreneurs to sign the Business Ethics Declaration and incorporate ethical standards into their practices, the project made a first step towards making business activities more transparent, which will lead to an improved investment climate in the region.

Russia | **Total Amount of Grants** | **$420,710.40**
2001 | **Number of Grants** | **20**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**413**	**Counterpart Funding**	**$137,993.00**	**Jobs Created**	**0**
Female Beneficiaries	**451**	**New Partnerships**	**25**	**Businesses Formed**	**3**
Organizational Beneficiaries	**195**	**Innovation Replications**	**24**		
Male Trainees	**258**	**Media Products**	**66788**		
Female Trainees	**290**				

Example Outcome Statements

M000810 Novosibirsk Press-Club

Despite the fact that small business occupies a large percentage of the business landscape in the Novosibirsk oblast, the local administration and regional media have historically paid little attention to this developing sector. In addition, the few local business associations that exist are not effective in defending small business's interests. To increase

administration and local media participation in business development, the grantee conducted a series of round tables and press-conferences for representatives of small businesses, government officials and mass media. The project lead to wider media coverage of small business issues in Novosibirsk, and increased accountability of the government on small business issues. Round table participants formed a working group that developed 21 proposals for local authorities on small business regulation, 12 of which were adopted.

M000951 Sib-Info-Center. Non-commercial Partnership

The project team began work under the assumption that corrupt practices within bodies of executive power can be prevented by broader public access to information on governmental activities and decisions. In addition, it was assumed that public control over governmental activities might also help prevent officials from making poor decisions. The project resulted in the development of two pieces of legislation: On independent public expertise" and "On accessing information related to activities and decisions of bodies of local self-government of the city of Novosibirsk". Both pieces were submitted to the local legislature and are to be considered during the fall (2002) session of the Novosibirsk City Duma. In addition, the project team developed a draft concept of a municipal website, which would grant users access to municipal information. The concept won an award within a special municipal competition and was adopted as the basis upon which the municipal website will be developed.

M010402 Electors Club of the City of Dubna

The city of Dubna lacked legal tools to ensure the lawful privatization of municipal property, the establishment and liquidation of municipal enterprises, and the management of municipal property and prevent corrupt practices. The project aimed to address this problem by developing and promoting legislation to regulate issues involving municipal property. A law on privatization was passed, and draft bills and amendments on the establishment and liquidation of municipal enterprises, the leasing of municipal property and public access to official information were included in the legislative agenda and publicly debated. A dozen articles on related issues were published in local newspapers, some of which were re-published on the grantee's website. An equal number of petitions were filed with local authorities and six with the federal government, concerning violations of municipal property legislation. The grantee's recommendations were included in the city budget, while a city audit instigated by the grantee identified 2 million rubles in lost profits. In addition, the grantee proposed measures to increase income from city property by some 560 percent, to 20 million rubles annually. Meanwhile, privatization in the city has been virtually suspended until new procedures - including tenders - can be put firmly into place. As a result, opportunities for corruption have been reduced, supporting the underlying assumption of the EF's Corruption Prevention Program that important changes can be effected at the grass-roots level.

Russia | **Total Amount of Grants** | **$280,370.33**
2002 | **Number of Grants** | **10**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**1225**	**Counterpart Funding**	**$20,630.00**	**Jobs Created**	**12**
Female Beneficiaries	**991**	**New Partnerships**	**3**	**Businesses Formed**	**11**
Organizational Beneficiaries	**468**	**Innovation Replications**	**6**		
Male Trainees	**578**	**Media Products**	**41**		
Female Trainees	**441**				

Example Outcome Statements

S010145 Volgograd Association of Blind Specialists Nadezhda

Many disabled people in Russia have been unable to realize their entrepreneurial ambitions because of a lack of skills and resources. This grant aimed to introduce an innovative approach to solving this problem in Volgograd. The grantee developed and launched a pilot business training program for the disabled, in which 31 people learned the basics of entrepreneurship and 185 consultations were provided. In addition, 12 disabled people received financial support from the city government and the grantee in the amount of 183,000 rubles to help launch their own businesses. A further six people found jobs in local businesses with the active support of the grantee. Finally, the grantee received 12 proposals from disabled people for new educational programs, as well as a proposal to replicate a project in Nizhny Novgorod. The grantee has applied for 500,000 rubles from the city government and council for further development. The grant demonstrated an efficient model, combining social problem-solving among disabled people with small business development.

M011026 International Center for Development of Competition and Commodity Markets

Monopolized markets are a significant obstacle to small business development in Russia. This program aimed to help reduce such barriers by establishing a dialogue between entrepreneurs and local antimonopoly agencies. Through a combination of surveys and visits encompassing 576 SMEs in Tula, Tver and Novgorod Oblasts, the grantee identified the main problems in antimonopoly law enforcement, which, together with an analysis of local and federal law, helped develop mechanisms to bring local regulation into compliance with federal law. In addition, the grantee organized informational seminars and four roundtables for 358 entrepreneurs and disseminated three manuals and four informational bulletins on antimonopoly laws. The grant resulted in the adoption of new antimonopoly laws in the Tula and Tver Oblasts and spurred local antimonopoly agencies to help solve problems faced by SMEs; these agencies reviewed more than 24 reports and issued and enforced 10 injunctions. This has been one of the first examples of local authorities taking the initiative in reducing the barriers to small business development.

S010334 Independent Analytical Center for Farmers

The development of provincial agriculture has been hampered by a lack of competence among farmers in the fields of bookkeeping and tax law, which often led to large fines. The grant aimed address this problem in three districts of the Tambov Oblast. The grantee opened three regional consulting centers which, together with the grantee, provided 1,913 consultations and six seminars for 279 farmers. Over the course of the project, 124 farmers signed contracts with the centers for paid follow-up services, and the resulting 248,000 rubles of income helped the centers to become financially sustainable after the grant period. In addition, the grantee successfully defended farmers' interests vis-a-vis the oblast tax inspectorate, saving 92 farmers from paying fines. The project made such a significant impact on the viability of local agribusiness that five other districts of the Tambov Oblast approached the grantee about organizing similar consulting centers.

Russia — **Total Amount of Grants** **$34,836.56**
2002 — **Number of Grants** **1**
1.4 Competitive Responsive Financial Sector

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	190	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	449	New Partnerships	0	Businesses Formed	10
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	14	Media Products	22		
Female Trainees	8				

Example Outcome Statements

S010290 Voronezh Regional Fund for Small Business Support

The lack of stable financial institutions that could extend credit to SMEs on suitable terms hampers SMEs access to capital throughout Russia. To help address this issue in the Voronezh Oblast, this grant was awarded to extend the services of a microfinance system in the city of Voronezh to entrepreneurs throughout the oblast. The grantee launched four branch offices, sent staff for training in Moscow, Nizhny Novgorod and Ekaterinburg and installed specialized software to streamline operations. As a result of the grant, the grantees loan portfolio more than doubled, including 617 loans totaling 13.18 million rubles, 86 of which came through the new branch offices. In addition, the grantee shared its best practices through the media and consulting services. Further progress could be made by creating a regional training center, and this grant has already shown the potential for extending microcredit to entrepreneurs in rural areas.

Russia — **Total Amount of Grants** **$180,156.20**
2002 — **Number of Grants** **8**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	218	Counterpart Funding	$85,797.00	Jobs Created	0
Female Beneficiaries	204	New Partnerships	4	Businesses Formed	0
Organizational Beneficiaries	231	Innovation Replications	0		
Male Trainees	369	Media Products	41		
Female Trainees	463				

Example Outcome Statements

M010486 Center of Strategic Planning of Republic of Mari El

Faced with stunted advertising markets, independent Russian newspapers need to improve their management skills in order to survive. The aim of this grant was to train newspaper managers in the Republic of Mary El, Komi-Permyatsky Okrug, Permskaya Oblast, and the Republics of Udmurtia and Chuvashia. An innovative media management curriculum was approved by the Ministry of Education, 40 managers of independent newspapers attended courses, and 35 managers graduated. Aspects of the curriculum were adapted for a distance-learning program. In addition, the grantee monitored the achievements of the participants' newspapers and found that circulations increased by 35 percent. Four newspapers tripled their frequency (from weekly to thrice weekly), and advertising income was increased by 30 percent. Based on this success, further work with this grantee is recommended.

S010280 Free Education Public Organization

A lack of community activism often obscures solutions to pressing social problems. To support community development in the Republic of Tatarstan, the grantee trained more than 530 administrators, teachers, parents, and pupils at 13 schools - six more than had originally been planned - in Kazan and two other regions on how to establish their schools as community centers. A Consulting and Information Center, created during the project, provided more than 120 consultations. In addition, an Association of Community Schools was founded and collaborated in the first Spring Week of Good Deeds, which involved 9,055 citizens. Some 320,500 rubles were raised from the private sector to support the project activities, which were broadly covered in the local media. The project demonstrated the willingness of the communities to collaborate in solving local problems. Further work is expected to have a positive impact on development in the republic.

S010343 Charitable Organization "Trustee"

Low community activism in Saratov often obscures solutions to pressing social problems. To support community development in Saratov, the grantee trained 250 administrators, teachers, parents, and pupils at eight schools on establishing their schools as community centers. Student councils were created to support the schools, as well as boards of trustees at two schools. Fifty-six events were held by the schools, involving 8,339 participants. To support these activities, approximately 3,000 volunteers were recruited, and 28,000 rubles were raised. In addition, 2,313 textbooks were presented to pupils as part of the "A Book for Every Child" campaign. Four school baseball teams were created in two schools to motivate parents to take an active part in community and school life. These activities were broadly covered in the local media. The final conference for 60 schools, at which best practices were disseminated and speakers encouraged participation in the Baseball Little League, demonstrated the willingness of the schools to work with the community and to collaborate on solving local problems.

Russia
2002
2.2 Improved Legal Systems

Total Amount of Grants	**$65,756.32**
Number of Grants	**3**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**115**	**Counterpart Funding**	**$10,753.00**	**Jobs Created**	**0**
Female Beneficiaries	**221**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**61**	**Media Products**	**3**		
Female Trainees	**33**				

Example Outcome Statements

S010291 Legal Support, Education & Methodology Center

Rule of law in Russia is in part hindered by the lack of professional education available to justices of the peace, who adjudicate in low-level courts. An initial grant successfully contributed to a federal decision to expand the justices of the peace network from a limited test into a nation-wide system, which helped create enormous demand for the grantees services. This follow-up grant aimed to transform a local experiment into a nationwide training program, in partnership with the Saratov Law Academy. During the grant period, 305 justices of the peace from 33 regions were trained in administering the law. With the project up and running, the grantee continues its work as part of the Saratov Law Academy, helping to build trust in the Russian judicial system.

W010009 Bay Area Council for Jewish Rescue & Renewal

As a result of a violent attack on a Jewish Sunday school in Ryazan in the fall of 2000, city authorities contacted the Bay Area Council for Jewish Rescue and Renewal and asked the council to expand its Climate of Trust Program from Petrozavodsk to Ryazan. By providing intensive practical hate crime training to law enforcement, lawyers, prosecutors, judges, and community leaders, this program provided a strong foundation for building better relations between local law enforcement agencies and minority groups. Of the original 49 participants, 22 completed all of the training assignments, while the grantee sponsored the additional participation of 29 prosecutors from other Russian regions. As a result of the program, the Federal Ministry of Internal Affairs Police Academy in Ryazan incorporated hate crime training into its standard curriculum. In addition, an ethnic Tajik police colonel who participated in the training made a trip to Dushanbe to promote interest in the Climate of Trust Program among Tajik law enforcement agencies.

Russia		**Total Amount of Grants**	**$34,051.13**
2002		**Number of Grants**	**3**
2.3 More Accountable Local Government			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**0**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**7**	**Media Products**	**12**		
Female Trainees	**3**				

TAJIKISTAN

Tajikistan | **Total Amount of Grants** | **$60,000.00**
1999 | **Number of Grants** | **1**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	21	Media Products	0		
Female Trainees	29				

Tajikistan | **Total Amount of Grants** | **$146,169.99**
2000 | **Number of Grants** | **7**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	90	Counterpart Funding	$800.00	Jobs Created	12
Female Beneficiaries	61	New Partnerships	13	Businesses Formed	58
Organizational Beneficiaries	12	Innovation Replications	0		
Male Trainees	171	Media Products	8		
Female Trainees	701				

Example Outcome Statements

T000121 NGO Bonuvony Fardo

The project was designed to fulfill an unmet need for basic business skills for women, many of whom are the sole money-earners of their families. One of women's greatest constraints is difficulty of access to contemporary business information, either because they do not have enough money to travel to the larger cities where such information may be found, or because family needs - care for children and the elderly - prevent them from leaving. This project focused on those areas that have been passed over by philanthropic activity. The grantee established the first business-educational center in the region, introduced a training program for NGO activists and women entrepreneurs on business and legal issues. The project provided long-term support to participants, including evaluations and recommendations of their business activities. The business-educational center also offered practical recommendations on how to open one's own business. The grant trained four consultants, created a small business library, provided consultations for one hundred and twelve people (sixty-seven male, forty-five female), trained fifty women, helped to register two new businesses and helped fifteen firms improve their profits by setting up a better accounting system. Further, the grantee secured support from the local khukumats, which provided them with premises for the training project at no charge. The oblast branch of the Ministry of Justice personally thanked Project Director Mrs. Venera Jabbarova for helping to develop the region. Unfortunately, the grantee's reporting did not meet EF requirements, demanding constant vigilance by EF staff. Goals were also too ambitious as, for example, plans to establish a business school turned out to be beyond the project's means and capacity. In the future, EF should also assess whether grantees themselves need practical training on operating information centers. The availability of consultants and information alone is not enough alone to create a sustainable institution.

T000124 The Russian-Tajik (Slavic) University

International accounting standards were introduced in Tajikistan in 2000 to improve businesses' professionalism and sustainability. These standards could only go so far, however, without enough certified specialists to train accountants. The Russian-Tajik Slavic University established a school for training and retraining accountants according to the new standards. The project was implemented with assistance of four partner organizations from NIS countries. Technical assistance was also provided by PRAGMA Corporation/USAID. The program also included computer classes, including Internet and e-mail training, and the opening of accounting library. Two roundtables on the role of

accountants in the transition to a market economy were conducted. In all, seventy two people were trained in international accounting standards.

T000224 NGO Madina

The Ghorno-Badakshan region's isolation hampers the development of private enterprise. To accelerate this, the grantee established a business resource center for women. The center sent its staff to train with the National Business Women Association's branch in Khujand. It then introduced training programs on marketing, financing, and business planning. The center also published a newsletter for businesspeople.

T000225 Tax and Law Institute

The absence of specialists in international business and international economics has constrained small business development in Tajikistan. In response, the Tax and Law Institute developed a university curriculum on theses topics, including the writing of textbooks on international business and economics, respectively, and teacher training for young professors. The textbooks and study aids were in both Tajik and Russian, and 600 copies were distributed at no charge to university libraries, business support organizations, and to the Ministry of Economics. The Tax and Law Institute also established a small business library and publishes a periodic newsletter.

Tajikistan		**Total Amount of Grants**	**$72,948.00**
2000		**Number of Grants**	**3**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**11**	**Counterpart Funding**	**$660.00**	**Jobs Created**	**0**
Female Beneficiaries	**12**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**13**	**Innovation Replications**	**0**		
Male Trainees	**82**	**Media Products**	**10**		
Female Trainees	**168**				

Example Outcome Statements

T000175 Association of Journalists of Tajikistan "Social Partnership"

The Tajik government is increasingly accepting NGOs as partners in addressing social issues. To support this trend, the grantee developed training materials and held roundtables and seminars for government and NGO representatives on how they could better cooperate. As an example, such cooperations resulted in microcredit legislation reforms and social infrastructure improvement projects in rural areas. The grantee also held a competition for the best news story on NGO-government partnership.

T000141 Tajik National Independent Mass Media Association

There are over 250 independent print, broadcast, and electronic media outlets in Tajikistan. There is almost no legal support for professional journalists, however, which has constrained the development of independent media. In response, the Tajik National Independent Media Association provided legal assistance for independent journalists through the creation of a sustainable legal training program. The Association developed training materials, trained trainers, and conducted a series of seminars for fifty journalists. In addition, a database on legal aspects was created and twelve issues of a bulletin on law and the media were published, as well as a code of ethics for journalists. Free legal consultations were also provided to over 150 independent journalists. The legal database is currently used by a number of local and international partners, including CIMERA, Center for Extreme Journalists, CASFEN, etc. A training program has also been instituted as a curriculum by Russian-Tajik Slavic University.

Tajikistan | **Total Amount of Grants** | **$13,828.91**
2000 | **Number of Grants** | **1**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	7	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	2	Businesses Formed	7
Organizational Beneficiaries	1	Innovation Replications	0		
Male Trainees	78	Media Products	1		
Female Trainees	42				

Example Outcome Statements

T000122 Tajik State National University

Tajikistan's many post-conflict developmental problems require the training of a new generation of public administrators capable of meeting their constituents' needs. At the same time, current public managers require new tools to identify their regions' most urgent issues and help to address them. In response, the Tajik State National University designed an innovative, two-fold program to educate public administrators by integrating them into a project to create a needs-assessment database for the whole country. University faculty developed a survey of local conditions for every region of the country and then sent their students on summer internships to provincial khukumats to conduct the research. The survey results were used in the writing of Tajikistan's first textbook on regional economics and management. The textbook was published in both Tajik and Russian, and 400 copies were distributed at no charge to university libraries and to municipal organizations. The Tajik State National University's research is also used as part of a national database on municipal development, which is updated and shared with local government. The University also conducted four round tables on problems of municipal management with 15 local government officials. This project is innovative for Tajikistan in its combination of educational priorities with municipal developmental needs.

Tajikistan | **Total Amount of Grants** | **$146,370.00**
2001 | **Number of Grants** | **7**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	306	Counterpart Funding	$0.00	Jobs Created	2
Female Beneficiaries	583	New Partnerships	18	Businesses Formed	50
Organizational Beneficiaries	48	Innovation Replications	0		
Male Trainees	843	Media Products	11		
Female Trainees	615				

Example Outcome Statements

T000326 The Union of Independent Entrepreneurs of Sogd Oblast, Republic of Tajikistan

There is a critical need for marketing experts in Tajik businesses, but no educational programs to train them. Many businesses hire recent economics graduates with no specific background in marketing. The grantee sought to create a pool of qualified marketing experts. The project included conducting marketing research, developing a professional training program for one hundred trainees, and publishing the textbook on marketing in the Tajik language. Results of the market research were presented to the trainees as part of their training. A newsletter, Marketing, continued to be published after the grant period through self-financing, including subscriptions. Trainees were able to use their new skills to be hired as marketing experts, and to help improve applied economics curricula in universities. The grantee's textbook and other literature has been very popular and received many orders. Some universities are currently considering introducing a marketing course into their curricula. Unfortunately, not enough time passed on after grant period to establish an Independent Institute on Retraining Experts of Marketing, as was originally planned. It is worth to continue these efforts by strengthening the institutional sustainability of this organization. The grantee, however, must provide information on long-term outcomes before submitting a follow-on grant proposal".

T000355 Informational Consulting Center Orbita

Situated in southeast Tajikistan near the Afgan border, the Ghorno-Badakshan (Pamir) oblast is isolated from the rest of the country. It is only accessible by the air, and completely inaccessible in winter. This isolation has constrained post-war reconstruction, and seriously hampers the flow of information on market economics. International organizations are providing direct aid to alleviate the intense poverty in which people live, but more attention needs to be paid to developing the economic infrastructure of the region. The Orbita Consulting Center created ongoing business training courses for local entrepreneurs. Over 350 representatives of 150 businesses attended seminars to learn the basics of private enterprise development, including subjects as market research, business planning, accounting, and tax laws. One-on-one consultations were also provided to over 300 businesspeople. The project was evaluated and discussed at a roundtable that included seminar participants, university professors, and representatives from Aga Khan Foundation. Two new businesses have been opened thanks to the seminars, and other businesses have improved their operations.

T000411 NGO Right and Prosperity

While more than 16,000 private farms have been established in Tajikistan since the collapse of the Soviet Union, this growth has not been accompanied by training in farmers' legal literacy. Eurasia Foundation grantee, NGO Right and Prosperity, held a series of three-day trainings for approximately 400 farmers and government officials to address farmers' legal literacy needs. In addition, the grantee published a farmer's legal literacy guide in Russian and Tajik and disseminated it to 5,000 farmers, ministry officials and academics. As a result of this outreach, the government of Tajikistan has adopted and implemented this training methodology on the national level.

Tajikistan — **Total Amount of Grants** **$69,296.59**
2001 — **Number of Grants** **3**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	10	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	9	New Partnerships	2	Businesses Formed	20
Organizational Beneficiaries	5	Innovation Replications	0		
Male Trainees	232	Media Products	3		
Female Trainees	258				

Tajikistan — **Total Amount of Grants** **$37,474.80**
2001 — **Number of Grants** **3**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	14	Counterpart Funding	$352.00	Jobs Created	0
Female Beneficiaries	10	New Partnerships	8	Businesses Formed	0
Organizational Beneficiaries	20	Innovation Replications	7		
Male Trainees	100	Media Products	18		
Female Trainees	35				

Example Outcome Statements

T000184 Center of Solving Social Problems (Mr. Sherstky)

Tajikistan's social welfare system remains a struggling holdover from the Soviet era. It is this country's elderly who are hurt the most by the system's many problems, as they are dependent on a slow, inefficient, and unreliable bureaucracy to receive their monthly pensions. The state lacks both the budget and the will to address lack of organization. The Center for Solving Social Problems (CSSP), an NGO in Soghd oblast, responded to this problem by developing a computerized system for pension and welfare benefits. The Center held a public hearing to announce the new system, in which local authorities, community leaders, and Soghd pensioners participated. Local authorities reacted very favorably and have cooperated with the Center to institute the new system in Soghd oblast. The system has proven successful, and pensioners are now able to receive their monthly pensions on time, with the amount of red tape greatly reduced. CSSP has also trained ten inspectors from municipal and oblast pension centers in the new system, and publishes a newsletter on pensioners' issues. In addition, it provides consultations on the new system to the elderly. One hundred and fifty consultations were offered during the grant period.

Tajikistan | **Total Amount of Grants** | **$6,914.20**
2002 | **Number of Grants** | **1**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	3	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	1	New Partnerships	2	Businesses Formed	24
Organizational Beneficiaries	3	Innovation Replications	0		
Male Trainees	0	Media Products	1		
Female Trainees	0				

Tajikistan | **Total Amount of Grants** | **$9,299.00**
2002 | **Number of Grants** | **1**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$1,507.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	1	Media Products	3		
Female Trainees	4				

Example Outcome Statements

W010117 PEOPLink Inc.

Although the Central Asia Craft Support Association (CACSA) successfully expanded the visibility of its member artisans throughout Central Asia, it still struggled in 2001 to gain access to international markets. In order to increase the exposure of CACSA's artisan groups, particularly to international fair trade wholesalers, PEOPLink introduced its proprietary CatGen system to CACSA and trained its members on the creation of electronic catalogs of their crafts. PEOPLink also assisted CACSA in promoting its products at fair trade conventions and through its website. Partly as a result of this grant, CACSA generated $27,000 in export sales from December 2002 - July 2003.

Tajikistan | **Total Amount of Grants** | **$10,738.00**
2002 | **Number of Grants** | **2**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	1	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	4	New Partnerships	1	Businesses Formed	0
Organizational Beneficiaries	3	Innovation Replications	0		
Male Trainees	50	Media Products	1		
Female Trainees	150				

Tajikistan | **Total Amount of Grants** | **$11,603.00**
2002 | **Number of Grants** | **1**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	4	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	1	New Partnerships	2	Businesses Formed	0
Organizational Beneficiaries	1	Innovation Replications	0		
Male Trainees	0	Media Products	0		
Female Trainees	0				

Example Outcome Statements

T010287 Public Association "Ma'rifati khukuki"

Public administration reforms carried out in Tajikistan from 1998 to 2001 focused on federal issues, failing to address weaknesses in the Rural Regions Local Administration Law. To promote local administration reforms and increase effectiveness and accountability of local government institutions, NGO "Marifati Khukuki", a novice organization established by Parliamentarians, received support from the Eurasia Foundation to lobby for revisions to the Rural Regions Local Administration Law. As part of the project, the team conducted a needs assessment of six communities and visited Russia on a study tour of regional administration. In addition, the grantee held a roundtable with members of parliament to push for legislative changes. As a result, legislation currently before parliament proposes revisions to the Rural Regions Local Administration Law and provides for the election, rather than the appointment of, local officials. Parliamentary observers expect this legislation to be passed in spring 2004.

Tajikistan
2003
1.3 Private Enterprise Development

Total Amount of Grants **$2,801.00**
Number of Grants **1**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	2	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	2	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	1	Innovation Replications	0		
Male Trainees	4	Media Products	0		
Female Trainees	1				

TURKMENISTAN

Turkmenistan | **Total Amount of Grants** | **$60,000.00**
1999 | **Number of Grants** | **1**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	21	Media Products	0		
Female Trainees	29				

Turkmenistan | **Total Amount of Grants** | **$9,299.00**
2002 | **Number of Grants** | **1**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$1,507.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	1	Media Products	3		
Female Trainees	4				

Example Outcome Statements

W010117 PEOPLink Inc.

Although the Central Asia Craft Support Association (CACSA) successfully expanded the visibility of its member artisans throughout Central Asia, it still struggled in 2001 to gain access to international markets. In order to increase the exposure of CACSA's artisan groups, particularly to international fair trade wholesalers, PEOPLink introduced its proprietary CatGen system to CACSA and trained its members on the creation of electronic catalogs of their crafts. PEOPLink also assisted CACSA in promoting its products at fair trade conventions and through its website. Partly as a result of this grant, CACSA generated $27,000 in export sales from December 2002 - July 2003.

UKRAINE

Ukraine
2001
1.3 Private Enterprise Development

Total Amount of Grants	**$41,106.75**
Number of Grants	**1**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**3**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**0**		
Female Trainees	**0**				

Example Outcome Statements

W010045 Northwestern University

In Ukraine, where there is a wealth of technical research institutions and talented human resources, the combination of too much government regulation and not enough enforcement of the law has stifled innovation and technology commercialization. Northwestern University proposed an innovative program incorporating a close relationship between business and university communities, joint project development, the study and application of Intellectual Property Rights and other legal issues in order to stimulate high-tech innovation and the development of commercially viable products. To assess the demand and capacity for such a program with other institutions, including leading technical universities in Kyiv, Lviv and Kharkiv, Northwestern conducted a feasibility study, including interviews with the business communities in these three cities. Although the feasibility study identified several prospective partner institutions for the Northwestern model, the consortium proposed by the study was too expensive for EF to fund. Northwestern subsequently won a sub-contract from USAID, and was able to implement aspects of its model in Ukraine.

Ukraine
2002
1.3 Private Enterprise Development

Total Amount of Grants	**$75,787.21**
Number of Grants	**12**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**3485**	**Counterpart Funding**	**$104,676.00**	**Jobs Created**	**65**
Female Beneficiaries	**1653**	**New Partnerships**	**74**	**Businesses Formed**	**144**
Organizational Beneficiaries	**72**	**Innovation Replications**	**21**		
Male Trainees	**1646**	**Media Products**	**241**		
Female Trainees	**1701**				

Example Outcome Statements

K020017 Public Initiatives Center Svitoch

On December 3, 1999 the President of Ukraine issued a decree on urgent measures to speed up reforms in the agricultural sector. This decree resulted in the emergence of individual and collective private farmers' enterprises that replaced the collective farms of the Soviet period. In practice, however, the farmers faced numerous problems since very often the management of the former collective agricultural enterprises opposed the transfer of the land to private owners. In addition, many local officials were alsoi in favour of preserving collective ownership of the land. The Center organized 30 seminars in 5 administrative districts of Crimea on economic, agro-technical, legal and other topics of interest for the local farmers. In addition, the Center's experts provided regular consultations for farmers, and participated in the meetings on distribution and re-distribution of land and property shares. Approximately 600 farmers participated in the seminars organized by the Center. More than 1,000 farmers received consultations within the project. The program consultants participated in 46 meetings devoted to re-distribution of shares. The grantee provided multiple examples on how the farmers are using knowledge, models, skills and techniques learned during the program implementation. As a result, many farmers have been able to raise the crop capacity, increase the intensity of the

livestock farming, and decrease the cost of the production. The grantee plans to continue training and information delivery to the farmers on the most important issues of business development. Financing is expected to come from local and external sources. The key organizational target is to secure sufficient local, as opposed to external, funding to support its activities.

K020156 Union To Promote Rural Green Tourism in Ukraine, Ivano-Frankivsk branch

Currently, there is a growing interest in Ukraine as a destination for green rural tourism, also known as eco-tourism. However, there is also a dearth of information and promotional tools about tourism in the region. This project developed, published and distributed a manual, "Management for Rural Tourism," while it concurrently conducted a series of seminars for rural tourism operators. In order to provide more effective promotion of rural tourism in Ivano-Frankivsk region, the project also created an electronic database of regional rural tourist infrastructure accessible through the Internet and published a Rural Tourism Guide. The grantee closely cooperated with the regional authorities to develop a rural tourism program for the region as well as to present the region's rural tourism attractions at tourist fairs and exhibitions. In addition, the project's activity was widely covered by local and regional mass media. The project's implementation resulted in increasing an awareness of rural tourism perspectives both for potential hosts and clients, improving the quality of services provided in this sector and increasing the number of tourists.

K020067 Center for Land Reform Policy in Ukraine

In 2001 the Parliament of Ukraine adopted a new Land Code. It provides for a more efficient regulation of land-related issues. However, this reform-driven move was not complemented by a strong awareness campaign among farmers and other stakeholders throughout Ukraine, leaving them mostly unaware of their land rights, benefits and responsibilities. To meet this demand, the grantee developed and published the first of an annual analytical report on the specifics of land reform implementation in Ukraine in 2001. The report was distributed to stakeholders nationwide to increase citizenry involvement in promoting their interests and rights for a more democratic, market-oriented society and effective implementation of land reform. The project resulted in strengthening cooperation among the primary stakeholders and encouraging citizen involvement in land reform issues. A follow-up to support the grantee would be useful to leverage the increased awareness of land users and owners regarding the most crucial issues of the new Land Code.

Ukraine | **Total Amount of Grants** | **$142,615.95**
2002 | **Number of Grants** | **12**
2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**3264**	**Counterpart Funding**	**$194,171.00**	**Jobs Created**	**0**
Female Beneficiaries	**4272**	**New Partnerships**	**43**	**Businesses Formed**	**45**
Organizational Beneficiaries	**5**	**Innovation Replications**	**50**		
Male Trainees	**1229**	**Media Products**	**163**		
Female Trainees	**1575**				

Example Outcome Statements

K020008 Charity Foundation Community Initiatives

To strengthen the infrastructure of civil society within Ukraine, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated an NGO Resource Center Development Project Building Institutional Capacity" to promote sustainable Resource Centers better able to serve clients and promote community development on a regional level. The grantee's strategy included establishment of regional offices, training, social partnership modeling and an improvement of informational exchange within the third sector of the Kharkiv region. Implementation of the program resulted in the establishment of a network of regional offices of 5 NGO's, development and adoption of a new training program "Social Management", as well as an NGO Exhibition and publication of a Catalogue of the Third Sector in the target region. The grantee's cooperation with representatives of local authorities and businesses resulted in the joint design of a Local Philanthropy Program. To efficiently address a certain spectrum of regional problems through social partnerships, the grantee also united its efforts with the State Center for Youth Support of Kharkiv Region, Regional Department of Labor and Social Protection, as well as higher education institutions in Kharkiv. Finally, the grantee assured wide coverage of its activities through local media, newsletters and web-site publications. As a result of project implementation the grantee strengthened its role in the community of the target region, expanded its client base and improved the quality of services provided.

K020042 Ukrainian Association of Family Planning "Vybir", Regional Branch

This project strengthened the efforts of the local NGO and Government of Ukraine to prevent the spread of HIV-AIDS by filling the information void that prevailed in the 12-15 year old age group. The grant to the Zhytomyr regional branch of the Ukrainian Association of Family Planning Vybir was co-funded by the Foundation and the American Chamber of Commerce in Ukraine as part of their Helping Hands matching grant program. The Ukrainian Association of Family Planning designed and implemented a training program and disseminated information materials to 240 students in five boarding schools. The grant allowed the Association to create a working partnership with State educational establishments to develop a replicable and consistent body of information on HIV-AIDS issues for the targeted teenage group.

K020039 Donetsk Youth Non-Government Organization "Social Partnership Agency"

The grant was awarded with the aim of informing HIV/AIDS victims and other disabled persons of their legal rights and enhancing public oversight of the social protection system. The project implementers developed and conducted an information campaign and organized a series of events aimed at fostering cooperation between local government, businesses, and NGOs to better address regional social problems. These project activities helped to raise the level of social rehabilitation of the disabled in the region and strengthen public administration and NGO cooperation, an important component of civil society development. The project was part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets the development of effective local civic and philanthropic organizations.

Ukraine
2002
2.2 Improved Legal Systems

Total Amount of Grants	**$9,315.60**
Number of Grants	**1**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**94**	**Counterpart Funding**	**$11,500.00**	**Jobs Created**	**0**
Female Beneficiaries	**46**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**16**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**8**		
Female Trainees	**0**				

Example Outcome Statements

K010002 Institute of Competitive Society

Under the current conditions of economic crisis, the state pension system in Ukraine cannot guarantee retired people the minimal level of pensions required to cover their basic needs. During 1998-2001 the Cabinet of Ministers of Ukraine, the Ministry of Labour and Social Policy and the State Pension Fund of Ukraine undertook a number of unsuccessful attempts to draft a law reforming the state pension system. The importance of pension reform in Ukraine was underlined in a special message of the President of Ukraine to parliament and the government. Two versions of the draft law on pension reform were considered by the parliament, but they did not receive approval in the Supreme Rada. During program implementation, the Institute organized 6 round table discussions with the participation of experts, representatives of operating non-state pension funds, employers and employees to discuss the existing legislation regulating the activities of the non-state pension funds, and to develop amendments, suggestions and recommendations for changes in order to address this problem. A number of working meetings were conducted with numerous organizations involved in the drafting and approval process of the "Law on the Non-state Provision of Pensions." In addition, 6 articles were published in the local press. The project consultants have prepared and distributed among all the major committees and directorates of the Supreme Rada of Ukraine the experts' findings on the drafts laws on non-state provision of pensions. According to information provided by the grantee, 6 out of 7 amendments from the experts' findings have been included into the Resolution of the Supreme Rada of Ukraine titled, "Regarding the acceptance of this resolution on non-state provision of pensions as the basis for the Law of Ukraine." The organization is planning to continue the work initiated under this project after the end of the grant if funding is available from elsewhere.

Ukraine | **Total Amount of Grants** | **$26,894.17**
2002 | **Number of Grants** | **1**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**342**	**Counterpart Funding**	**$8,770.00**	**Jobs Created**	**0**
Female Beneficiaries	**528**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**81**	**Media Products**	**3**		
Female Trainees	**93**				

Example Outcome Statements

K020031 Association for Support of Civil Initiatives KOVCHEG

An important component of civil society development is the ability of local authorities to work in tandem with the private sector, NGOs, and citizens. Ukrainian municipalities in general have not exhibited strength in developing and implementing this type of social contracting, with implementation occuring in only a few Ukrainian cities. To promote and provide examples of social contracting, the grantee both designed a system of tax incentives for private enterprises and helped the Odessa City Council to adopt a new methodology of social contracting. Policy papers were developed and over 1,000 NGO representatives received training and consulting assistance. In addition, a specialized newspaper concerning the program was published and disseminated regularly during the course of the project. As a result of the program, the local government's ability to enter into successful partnerships was developed. The success encouraged cooperation among local government, NGOs and businesses in order to attract resources for the implementation of additional social projects. The success of this type of program should be leveraged for additional support of the grantee's activities in building local capacities for social investment.

Ukraine | **Total Amount of Grants** | **$18,064.00**
2003 | **Number of Grants** | **1**
2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**523**	**Counterpart Funding**	**$28,600.00**	**Jobs Created**	**0**
Female Beneficiaries	**101**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**1**		
Male Trainees	**0**	**Media Products**	**9**		
Female Trainees	**0**				

Example Outcome Statements

K020326 Ukrainian Center for Economic and Political Studies Named After O. Razumkov

Ukraine does not have adequate legal and regulatory mechanisms to protect and promote an independent media or reduce political pressure and media censorship. The grantee analyzed the status of independent mass media development, designed recommendations regarding optimal methods to improve the situation and published a detailed report of its findings and recommendations. The conclusions drawn in the report were presented at parliamentary hearings and round tables to raise awareness of the serious issues that affect a free and independent media. The grantee was also able to attract wide national media coverage. Implementation of this project promoted the establishment of a more favourable environment for independent mass media development by raising public awareness and bringing the issues directly to the attention of parliament.

UZBEKISTAN

Uzbekistan | **Total Amount of Grants** | **$78,666.46**
1999 | **Number of Grants** | **2**
1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	6	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	6
Organizational Beneficiaries	1	Innovation Replications	0		
Male Trainees	21	Media Products	1		
Female Trainees	29				

Example Outcome Statements

T990276 Namangan State University

Uzbek universities have recognized the need to improve the quality of undergraduate economics education. A major constraint to educators is the lack of materials in Uzbek. The overwhelming majority of students do not speak fluent Russian, yet most materials are in that language. Namangan State University therefore decided to prepare a new Uzbek-language version of their Handbook on Mathematical Methods in Economics. The Handbook was published in both hard and electronic versions. One thousand copies of the handbook were disseminated to universities and institutes throughout the country. A CD-Rom of the Handbook was also distributed to university libraries. The Handbook has proven a helpful educational tool for Uzbek students. Namangan State University also planned to continue the project by developing a similar Uzbek-language handbook for graduate students.

Uzbekistan | **Total Amount of Grants** | **$25,170.00**
1999 | **Number of Grants** | **1**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	0	Media Products	0		
Female Trainees	0				

Example Outcome Statements

T990277 Namangan State University

The grant was developed to introduce a new Master's degree program in public administration and municipal economics at Namangan State University. Curricula, teacher training, and textbooks were developed in partnership with the Institute of Municipal Management from Obninsk, Russia. The grant also included experiential and informational exchanges between teachers and administrators from Namangan and Obninsk. Unfortunately, the grant was interrupted by the sudden death of the project director, and in the two years since EF has been unable to establish a dialogue with the university administration to continue the project. Subsequently, the grant was closed without the project being completed.

Uzbekistan | **Total Amount of Grants** | **$44,415.00**
2000 | **Number of Grants** | **2**
1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**9**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**2**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**5**	**Innovation Replications**	**0**		
Male Trainees	**180**	**Media Products**	**2**		
Female Trainees	**235**				

Example Outcome Statements

T000183 Andijan Engineering and Economics Institute

In accordance with government regulations, a new accounting standard was introduced in 2002, requiring retraining for all accountants in the country. However, a lack of training materials in Uzbek has seriously constrained educational efforts. The proposal was submitted as part of the Eurasia Foundation's Ferghana Valley Initiative and was designed to meet the need for Uzbek-language accounting materials and courses. Implementers trained and retrained accountants according to the new standards and distributed handbooks on international accounting, auditing, and taxes. Two groups of trainees consisting of university professors and small businesspeople were trained in financial management, and international accounting and auditing standards, which in turn led to positive replications in university education. A number of small enterprises also began to adopt the new accounting system.

T990337 TEXNO-ShARQ Ltd

Despite a high demand for skilled staff in Uzbekistan, unemployment remains high in this country. This is due in part to the failure business consulting services to match supply with demand. Uzbek government services such as the Labor Institute and the Ministry of Labor have proven unable to improve the consulting market and bring together employer and employee. In response, TEXNO-ShARQ developed a professional development program to create a pool of personnel consulting specialists to help meet market labor demands. TEXNO-ShARQ trained 252 business consultants in courses throughout the country. The curriculum was developed in partnership with specialists from leading Russian consulting agencies. The grantee established a new consulting center, Al-Staff Ltd., providing jobs for six people. However, TEXNO-ShARQ Ltd. was unable to execute all of its responsibilities under the grant agreement. The project took two years longer to complete than projected, with 100 less people being trained than planned. In addition, the proposal called for five consulting agencies to be formed rather than just one. The grantee was apparently not ready to accept the responsibility for such an ambitious project. Although market labor demand remains acute in Uzbekistan, making future such projects desirable, the size of such projects should be curtailed until the grantee has proven itself capable of executing its program.

Uzbekistan | **Total Amount of Grants** | **$27,712.00**
2000 | **Number of Grants** | **1**
2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**6**	**Counterpart Funding**	**$1,270.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**2**	**Innovation Replications**	**3**		
Male Trainees	**173**	**Media Products**	**11**		
Female Trainees	**48**				

Example Outcome Statements

T000289 Tashkent State Economics University

The project was designed to fill a need in Uzbekistan's educational system for trained specialists in municipal management and economics. Enrollment for the state and municipal management course at Tashkent State Economic University began some years ago but only one subject, Regional Economics, was introduced into the curriculum. There is a shortage of courses, texts, and teaching aids. Project implementers working in partnership with Michigan State University developed a retraining program for municipal workers, offered a professional exchange program for professors of both institutions, and conducted training seminars for municipal servants. The manual, Basics of Municipal Economics and Management" - the fist of its kind in Uzbekistan - was published and was used to help train 221 people. Six trainees were promoted after completing the training course. The grantee conducted sixty two additional trainings by invitation of the local khakimiyats. A professor from Michigan State University conducted a number of lectures in Tashkent, followed by a visit by an Uzbek colleague to Michigan for a professional exchange. The two universities also signed a five-year cooperative agreement. The Tashkent State Economic University was finally able to offer a complete discipline in state and municipal management. The only difficulties associated with the project were connected with another partner - the Urban Institute Field Office for the Caucasus and Central Asia from Yerevan, Armenia. Despite plans to form a partnership with the grantee, the Armenian organization responded poorly, eventually ceasing its involvement with the grantee. The grantee recommended itself as an accountable and responsible organization. It would be worthwhile to continue working with the group".

Uzbekistan		**Total Amount of Grants**	**$22,519.00**
2001		**Number of Grants**	**1**
1.2 Fiscal Policies & Management Practices			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**4**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**2**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**1**	**Innovation Replications**	**1**		
Male Trainees	**151**	**Media Products**	**1**		
Female Trainees	**116**				

Example Outcome Statements

T010073 International Management Training Center

Uzbek business education has been hampered by poorly-prepared teachers and a lack of teacher-trainers to help them improve their teaching skills. The International Management Training Center worked to bring university-level business education in Uzbekistan up to international standards through teacher training in business and management. Two hundred forty teachers participated in trainings on interactive teaching, also receiving handouts of classroom aids. Some teachers went on for TOT training became teacher-trainers in other regions of the country. The Center trained a total of two hundred sixty seven teachers, which is eleven percent more than originally proposed. Among them, thirty nine are now accredited teacher trainers. Trainees have gone on to develop 132 teachers' manuals. Most importantly, trained teachers have reported increased attendance by 5-8 percent and a noticeable, 5 percent improvement in students' grades. The Center established a good relationship with the local Department of Special Education, an important need in Uzbekistan, where government support is necessary for the sustainability of a project of this scale. The experience was replicated in Kattakurgan and attracted additional interest from neighboring Jizzakh, Navoi, Bukhara oblasts.

Uzbekistan		**Total Amount of Grants**	**$29,233.70**
2001		**Number of Grants**	**4**
1.3 Private Enterprise Development			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**7**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**1**
Female Beneficiaries	**5**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**2**	**Innovation Replications**	**0**		
Male Trainees	**626**	**Media Products**	**0**		
Female Trainees	**90**				

Example Outcome Statements

T000393 Association of Dekhkan and Farmers Enterprises

In an effort to improve local employees' farm management expertise, the Association of Dekhkan and Farmers Enterprises (ADFE) undertook a project that consisted of training their representatives all over the country. The project began in June 2000 and the first professional training seminar was to be conducted that November, but it was interrupted by cotton-harvesting season and the momentum was lost. The project also suffered from reluctance by ADFE administrators themselves, who refused to cover transportation fees for training participants from other provinces. It is clear that quasi-governmental bodies such as the Association are unwilling and unable to promote progressive change in Uzbekistan's agricultural sector.

W010073 William Davidson Institute

In response to strong, increasing demand for western quality business training in Tashkent, the Foundation selected--through a competitive process--two universities to perform an assessment of the institutional capacity of the International Business School Kelajak Ilmi, a previous EF grantee. Kelajak Ilmi, the only private undergraduate business program in Uzbekistan, enjoys an excellent reputation among the local and international business community, which provides paid internships to all of the school's upper classmen and jobs for many of its graduates. However, in order to meet international standards and achieve self-sufficiency, the school's director and local education officials described a growing need to strengthen faculty, curriculum, educational resources and administrative structures. In order to identify the most appropriate US partner for IBS, the two universities performed an assessment of the administrative structure and academic programs of IBS. William Davidson Institute used its assessment to submit a proposal for a two-year partnership program that focused on improving faculty qualifications, streamlining curriculum, strengthening the administrative structure, and providing additional institutional support for Kelajak Ilmi. Based on this proposal, the Foundation awarded a $290,000 (290,117??) grant to William Davidson Institute in the fall of 2002.

W010074 Georgetown University

In response to strong, increasing demand for western quality business training in Tashkent, the Foundation selected--through a competitive process--two universities to perform an assessment of the institutional capacity of the International Business School Kelajak Ilmi," a previous grantee. Kelajak Ilmi, the only private undergraduate business program in Uzbekistan, enjoys an excellent reputation among the local and international business community, which provides paid internships to all of the school's upper classmen and jobs for many of its graduates. However, in order to meet international standards and achieve self-sufficiency, the school's director and local education officials described a growing need to strengthen faculty, curriculum, educational resources and administrative structures. In order to identify the most appropriate US partner for IBS, the two universities performed an assessment of the administrative structure and academic programs of IBS. Georgetown University used its assessment to submit a proposal for a three-year partnership program that focused on improving faculty qualifications and curriculum, and improving relations with corporate and government entities. Based on stated selection criteria, the Foundation found the proposal submitted by William Davidson Institute superior to the Georgetown proposal, and awarded a $290,117 grant to William Davidson Institute in the fall of 2002.

Uzbekistan | **Total Amount of Grants** | **$23,798.41**
2001 | **Number of Grants** | **1**
1.4 Competitive Responsive Financial Sector

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**13**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**3**	**Innovation Replications**	**0**		
Male Trainees	**0**	**Media Products**	**2**		
Female Trainees	**0**				

Example Outcome Statements

T000321 National Center of Training Specialists of Securities Market

University finance courses in Uzbekistan are based primarily on curricula developed in Russia. These texts do not reflect the different laws and stock markets in which Uzbekistan and Russia operate. Within Uzbekistan, students, teachers, and investors alike have found information on the domestic stock market almost impossible to obtain. The National Center for Securities Market Training decided to meet this educational need by developing Uzbekistan's first textbook on the domestic stock market. The textbook was published in Russian and Uzbek and 1,837 copies were distributed free of charge to universities, libraries, and other public sector institutions. A further 682 copies were sold to commercial institutions. The Center conducted a series of fourteen seminars in different parts of the country to provide information on both national and local stock market issues. Positive references were given to the textbook from professors and teachers of leading universities and from specialists of the stock exchange "Tashkent." Mr. Butikov was honoured as the author of the first national textbook on the marketing of securities with the diploma of the Ministry of Higher and Secondary Special Education.

Uzbekistan		**Total Amount of Grants**	**$12,568.00**
2001		**Number of Grants**	**1**
2.1 Citizen Political/Economic Participation			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**3**	**Counterpart Funding**	**$0.00**	**Jobs Created**	**0**
Female Beneficiaries	**2**	**New Partnerships**	**0**	**Businesses Formed**	**16**
Organizational Beneficiaries	**2**	**Innovation Replications**	**0**		
Male Trainees	**69**	**Media Products**	**2**		
Female Trainees	**52**				

Example Outcome Statements

T010204 Center of Informational and Socio-Marketing Research

The NGO sector in Uzbekistan has grown over the past ten years, reflecting a wide variety of interests and goals in Uzbek society. Most NGO workers, despite being experts in their field, are not experts in running and promoting a civic organization, which has a serious impact on their organizations' long-term viability. The project promoted NGOs' sustainability and effectiveness by training NGO leaders in social marketing skills. One hundred twenty one participants from seventy three NGOs all over the country attended seminars on the role of social technologies in promoting civil society activities. A seventy-page handbook on social marketing was published and distributed to the trainees. The Center also conducted research on ways to increase philanthropy in Uzbekistan. Over 1050 businesspeople in seven districts were surveyed to assess attitudes and incentives to charitable giving. The research was compiled into a database on corporate charity and other philanthropic activities. Ninety three people participated in roundtables, discussing strategies to increase philanthropy in the country.

Uzbekistan		**Total Amount of Grants**	**$19,780.00**
2002		**Number of Grants**	**2**
1.3 Private Enterprise Development			

Individual Level Indicators		**Organizational Level Indicators**		**Social Level Indicators**	
Male Beneficiaries	**0**	**Counterpart Funding**	**$1,507.00**	**Jobs Created**	**0**
Female Beneficiaries	**0**	**New Partnerships**	**0**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**0**		
Male Trainees	**1**	**Media Products**	**3**		
Female Trainees	**4**				

Example Outcome Statements

W010117 PEOPLink Inc.

Although the Central Asia Craft Support Association (CACSA) successfully expanded the visibility of its member artisans throughout Central Asia, it still struggled in 2001 to gain access to international markets. In order to increase the exposure of CACSA's artisan groups, particularly to international fair trade wholesalers, PEOPLink introduced its proprietary CatGen system to CACSA and trained its members on the creation of electronic catalogs of their crafts. PEOPLink also assisted CACSA in promoting its products at fair trade conventions and through its website. Partly as a result of this grant, CACSA generated $27,000 in export sales from December 2002 - July 2003.

T010494 Women Center Zebunniso

The development of small businesses is essential for economic growth in Uzbekistan. However, entrepreneurs and aspiring small business owners often do not have the skills and training needed to start and run a successful business. To improve the business environment in the Navoi region, the grantee founded a business center to give trainings and consultations on business planning, privatization, and other related topics. Ninety-one people participated in business trainings organized by the center and 48 training participants subsequently wrote business plans and received loans. Consultations on financial and business management were provided to 100 businesses. The center continues to provide consultations on a paid basis, which will contribute to its sustainability.

Uzbekistan | **Total Amount of Grants** | **$13,666.00**
2002 | **Number of Grants** | **1**
1.4 Competitive Responsive Financial Sector

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	**210**	**Counterpart Funding**	**$23,836.00**	**Jobs Created**	**47**
Female Beneficiaries	**136**	**New Partnerships**	**1**	**Businesses Formed**	**0**
Organizational Beneficiaries	**0**	**Innovation Replications**	**1**		
Male Trainees	**111**	**Media Products**	**0**		
Female Trainees	**89**				

Example Outcome Statements

T010490 Navoi Oblast Association of the business women "Tadbirqor ayol "

While small businesses such as farms are extremely important to economic development in rural Uzbekistan, many small businesses do not have the resources they need to expand and become profitable. To increase access to resources for small businesses in Uzbekistan, the grantee established a Credit Union in Navoi Oblast that offers loans, savings options, and consultancy services to its members. Tadbirqor ayol held informational sessions about the Credit Union's procedures and services. As a result, membership in the organization increased 2.5 times. In addition, the Credit Union was able to double its credit fund and issue 216 loans totaling $45,000. With the help of loans from the credit union, 27 entrepreneurs started private businesses, 15 women opened home-based micro-enterprises, and 189 members opened savings accounts with the Credit Union. Local businesses are also taking advantage of the Credit Union's consultancy and training services for businesses. As a result of the project, entrepreneurs in the Navoi Oblast now have access to the financial and professional support needed for their businesses to grow.

Appendix D

U.S. Government Grants by Country and Strategic Objective

(includes descriptions of competitions and special programs)

Armenia

1.2 Fiscal Policies & Management Practices

American University of Armenia Fund
$40,035.00
Armenia (Yerevan City)
To promote the development of higher education in Armenia. The project proposes creation of a mechanism for providing student loans at the American University of Armenia. This project outlines the first stage of the project with involvement of second year students of AUA. In the future, this model will be replicated in local higher education institutions.

Armenian Association of Management
$34,240.00
Armenia (Yerevan City, Shirak Province)
In support of further improvement of higher management education by the introduction of new methodology, manual and practice of «business games» in service sphere. New computer game will be created using the most popular in Armenia - tourism and trade industries, and will be introduced into the curricula of Yerevan State University, Yerevan State Institute of Economy, Slovenian University and Public Administration School. Previously developed and introduced in 20 higher educational institutions "business game for manufacturing enterprises" will be enlarged by adding different options of financing of investments like crediting (Armenian banking system conditions will be used) and issuing of shares (Armenian Stock Exchange rules and conditions will be used). The grantee organization will also establish the mechanisms of internship for the graduates of management faculties in the Armenian enterprises.

1.3 Private Enterprise Development

Advertising Specialists' Association of Armenia, Non-Governmental Organization
Armenia
In support of the creation of self-sustainable bi-weekly, tri-lingual (Armenian, Russian, English) periodical entitled "Poster of Yerevan" which will highlight all cultural events in Armenia. The periodical will serve as a resource on the historical and cultural events in Armenia, and will be sold through retail outlets. The publication will guarantee financial sustainability through advertisements and subscriptions.

Appraisal Development Center Society of Juridical Persons
$34,839.00
Armenia (Yerevan City)
In support of further development of Intellectual Property (IP) appraisal in Armenia. The project proposes development of a unified methodology for IP appraisal and its adaptation to Armenian economic and legislative conditions. The methodology will lay the ground for the drafting of Law on Appraising, which is currently non-existent in Armenia. The project profile includes: l) training 25 appraisers and providing them with certification; 2) dissemination of methodology via publication and the Internet; 3) Membership opportunity within the circles of International Union of Appraisers of the NIS.

Armenian Marketing Association, Non-Governmental Organisation
$17,625.00
Armenia (Yerevan City, Aragatsotn Province, Ararat Province, Armavir Province, Gegharkunik Province, Kotayk Province, Lori Province, Shirak Province, Syunk Province, Tavush Province, Vayots Dzor Province)
To support the increase of export volumes of Armenian production "Armenia Export Catalogue 2003" will be produced. It will include information about 150 Armenian enterprises including range of production, services, specifications, export experience, terms of delivery and production volumes. Information will be disseminated through foreign embassies in Armenia, Armenian embassies in foreign countries, foreign departments of ministries, international organizations and exhibitions.

Association of Film Critics & Cinema Journalists
$32,180.00
Armenia
To promote economic growth in the South Caucasus by facilitating a network of national audio-visual industries, which will promote the region as an attractive location for filmmaking. The partners will establish the "South Caucasus Audio-Visual Network", a regional information system with branches in Armenia, Azerbaijan, and Georgia. The Network will jointly represent the audio-visual industries of the above three countries to the world market and establish cross-border links among national filmmaking industry representatives and audio-visual professionals. As a part of the Network, the partners will launch a regional website and publish a film production guide for the South Caucasus. The project will create an extensive marketing and advertising campaign to promote the region to the world filmmaking industry as a competitive location for film production.

Chamber of Commerce and Industry of Gegharkunik Region of RA
$34,978.00
Armenia (Gegharkunik Province)
To foster business development in Gegharkunik region by strengthening the capacity of the regional Chamber of Commerce and Industry. The range of services provided by the chamber will be enlarged and will include information, printing, marketing, legal services. The region's business potential will be presented at the annual exhibition. ProSME/GTZ leverage the project.

Chamber of Commerce and Industry of Vayots Dzor of Republic of Armenia
$34,047.00
Armenia (Vayots Dzor Province)
To foster business development in Vayots Dzor by strengthening the capacity of the regional Chamber of Commerce and Industry. The range of services provided by the chamber will be enlarged and will include Internet provision, creation of a local free network, and provision of legal, marketing and information services. The region's business potential will be presented through the creation and publication of a catalogue of enterprises, organization of an annual exhibition of the products, and the creation and dissemination of electronic and printed versions of bulletin. An interactive web-site about the region will be designed as well. ProSME/ GTZ and local municipality leverage the project.

Craftsmen of Idjevan, Non-Governmental Organization
$25,290.00
Armenia (Tavush Province)
To develop the tradition of craftsmanship in Ijevan and its 24 neighboring villages based on modern business practices, and to integrate crafts people in the process of economic reform. Project activities include the creation of a business center and a permanent exhibit, as well as designing a strategy to develop handicrafts in the region.

Elegia Cultural, Non-Governmental Organization
$1,062.00
Armenia
To develop a comprehensive linkage proposal that will strengthen the regional modern art market and speed the integration of South Caucasus art into world culture. Partners will explore ways to increase the business skills of contemporary artists, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of contemporary art across the South Caucasus. In particular, the future linkage project will establish a regional art fair, organize a series of marketing trainings for art professionals, and create a web portal for artists in the region.

Evrasia Charity Union, Public Organization
$32,020.00
Armenia (Shirak Province, Yerevan City, Aragatsotn Province, Ararat Province, Armavir Province, Gegharkunik Province, Kotayk Province, Lori Province, Syunk Province, Tavush Province, Vayots Dzor Province)
In support of developing and promoting agroprocessing in Armenia. This will be achieved through the consolidation of efforts of agroprocessing enterprises in Armenia to meet potential buyer demand. The grantee organization will provide, document and disseminate effective ways of building the skills for innovation in agroprocessing; will validate, document and disseminate effective ways of providing sustainable support to small-scale agroprocessing businesses; will collect data on producers in Armenia and on potential clients from the NIS countries and publish a catalog; and, will train the staff of existing member enterprises to enhance their qualifications in marketing, management and fundraising. The existing on-line database will be expanded to include an on-line forum. The organization is expected to become self-sustainable at the end of the grant period.

National Union of Farmers
$22,692.00
Armenia (Kotayk Province, Ararat Province, Gegharkunik Province, Lori Province, Shirak Province, Tavush Province, Vayots Dzor Province)
To promote the development of agribusiness through the promotion of cooperative farms in 7 regions of Armenia: Kotayk, Ararat, Gegharkunik, Lori, Aragatsotn, Shirak, and Tavush. The development of cooperative farms in these regions will be assessed, and the most promising models will be identified. The model will be based on well-established mechanisms of work between producer, processor, and seller. Business plans and strategies for model cooperative farms will be developed and used as teaching material for potential users. Members of the cooperative farms will be also trained in business and legal issues.

SHEN Charitable Public Organization
$34,961.00
Armenia
To develop organic agribusiness in Armenia, Azerbaijan and Georgia. The partners will create a database for organic foodstuffs produced in the South Caucasus and conduct marketing seminars for organic farmers. The project will improve the business skills of farmers and facilitate the formation of organic farming networks. Free access to the database will give individual farmers and their networks an opportunity to better plan their production and will combine their efforts in identifying export markets.

Union of Information Technology Enterprises
$41,935.00
Armenia (Yerevan City)
To support private enterprise by creating an Open Source development community in Armenia and promoting Armenia's IT sector worldwide. Open Source software makes program 'source code' publicly available, allowing any programmer to view, distribute, and modify the code. The grantee will conduct an informational campaign, and select software development projects for support. The winning teams will receive software project management, marketing, and business plan training. The program codes will be circulated via an online web portal and promoted through an international PR campaign. This project leverages $95,000 in support from other donor organizations, and it will help link highly skilled Armenian programmers to the international high-tech community and promote widespread programming collaboration.

2.1 Citizen Political/Economic Participation

ACHILLES Society for Defence of Drivers Rights
$884.90
Armenia
To develop a comprehensive linkage proposal that will enhance civil rights protection in the countries of the South Caucasus through creation of a regional network of drivers' rights NGOs. In particular, the project will address the issue of the regular violation of civil rights of drivers on the roads of the region, and will elaborate measures to combat corrupt practices among road police.

ACHILLES Society for Defence of Drivers Rights
$34,992.00
Armenia
To improve civil rights protection in the countries of the South Caucasus by addressing the issue of drivers' rights protection. The partners will produce a comparative analysis of the national legislative frameworks regulating driving and vehicle use in Armenia, Azerbaijan and Georgia, and conduct a sociological survey to assess the level of public awareness of drivers' rights. The results of the analysis and survey will form the substance for a drivers' rights information campaign. Results will be advertised in print and electronic media and summarized in a booklet to be distributed among drivers. In addition, the partners will establish a regional network of three national drivers' rights working groups comprised of government representatives and drivers rights advocacy NGOs. The network will provide legal consultation to drivers via a hot-line telephone service and elaborate mechanisms to combat corruption among road police in the region. The project activities will initiate a regional movement to protect drivers' rights.

ANNA National Association of Consumers
$34,969.00
Armenia (Yerevan City)
To support the development of mechanisms for consumer rights protection. The project includes an extensive information campaign and the publication of a simplified version of "Protection of Consumer Rights" law to make it more comprehensive to the consumer. TV and radio programs will be produced to explain the law and to present case studies of the violation of the law. Lectures will be organized, information material will be published, and a legal consulting service for the consumer will be created.

Armauthor Society, Non-Governmental Organization
$28,610.00
Armenia (Yerevan City)
The project is in support of filling an information gap on copyright issues in Armenia and development of copyright protection mechanisms. Information and professional consulting should be given to the public and specialists through TV programs, publications and seminars. To attract more attention of lawyers to the copyright issues and provide them with professional information a bulletin will be published, an Internet page launched and seminar-conference held.

Armenian Association of Seismology and Physics of the Earth's Interior, Public Organization
$34,887.00
Armenia (Yerevan City)
To increase the role of community-based organizations and local government and to develop rights protection mechanisms in emergency preparedness. Earthquakes are a reality in Armenia. In order to deal with this situation, earthquake preparedness must become a way of life. The project will involve condominiums and municipalities in the fight against violations of norms and laws that pose significant hazards to life and property during earthquakes. An information campaign will be organized to include the publication of information materials; the establishing of a TV program to address earthquake preparedness; and the holding of a series of seminars and round table discussions with representatives of condominiums, NGOs and local government employees. Finally, a center will be created within the organization to disseminate information and to ensure preparedness.

Armenian Committee of Helsinki Civil Assembly
$3,636.00
Armenia
To promote confidence building in the conflict-torn region of the South Caucasus through increasing the involvement of youth leaders, especially young women, in peace building activities. In cooperation with its partners in Azerbaijan and Georgia, the grantee will develop and publish two editions of Women in Peacebuilding - Caucasian Outlook, a South Caucasus version of the international magazine The Collage. The magazine will feature photographic and textual information on civic peace initiatives, confidence building activities, and regional collaboration. The grantees will also develop a regional network of young women leaders through a virtual cross-border forum for dialogue, cooperation, and reconciliation. The project is co-funded by UNIFEM.

Armenian Fund of Seismic Protection
$53,354.00
Armenia
In support of a project to increase the preparedness of relevant government agencies, municipal services and the general population to act in the event of an earthquake. Improved emergency preparedness will reduce the loss of human life in the aftermath of an earthquake. This project is a continuation of a previously funded project to create effective emergency preparedness plans for 12 municipal services in Baku, Tbilisi, and Yerevan. This project will consolidate these individual emergency preparedness plans into joint (coordinated) action plans, and will improve the professional skills of staffs of the municipal and relevant governmental services to handle emergency situations through a series of trainings. The analytical and technical products of the project will be made available to interested international audiences, allowing the project partners to share their methodology throughout the world.

Armeniana Research and Education Networking Association *(*ARENA) Fund
$8,225.00
Armenia (Yerevan City)
The project is in support of enlargement of communication opportunities between central and regional public and education institutions through using the innovative technologies and Internet connection. An interactive web-site providing large opportunities for virtual conferences, forums, and distance learning will be created. A network of regional higher education institutions and libraries will be registered as users of the site with a password protected access. Six regional facilitators will be trained and a testing conference organized.

Ashkhatanq Yev Hayreniq, Public Organization
$16,201.00
Armenia (Vayots Dzor Province)
To promote tourism development in Vayots Dzor. Within the project framework, a strategic plan will be designed for tourism development in the region, a tourism support center will be established, and 45 managers and entrepreneurs representing tourism related small and medium enterprises will be trained in tourism management. A Directory Guide on "Tourism & Travel in Vayots Dzor" will be published and disseminated to foreign embassies, at international tourism expos, and information centers. Information will be placed on the center's web-site, and a framework of cooperation for the advancement of an indigenous tourism industry will be created.

Association of Investigative Journalists, NGO
$34,173.00
Armenia
To foster independent and effective national mass media in the South Caucasus. The project will establish a region-wide information exchange network for journalists and editors. The partners will establish an on-line regional database of analytical articles and create a mechanism for cross-border on-line interviews with newsmakers on issues of common concern for the three countries. In addition, the project partners will conduct a series of cross-border on-line journalist forums. These activities will establish a mechanism for accessing reliable analysis of recent events and trends through the use of modern information technology.

Caucasus Media Institute Foundation
$2,990.00
Armenia (Yerevan City, Aragatsotn Province, Ararat Province, Gegharkunik Province, Kotayk Province, Lori Province, Shirak Province, Tavush Province, Vayots Dzor Province, Armavir Province, Syunk Province)
In support of active public participation and unbiased, informative media coverage during the Parliamentary Elections of 2003. 3,000 copies of the election guide in three languages (Armenian, Russian, English) will be published and disseminated. The Guide will provide local and international users with basic information on elections, voting, Armenian electoral code, candidate parties, and other practical information (addresses of relevant state structures, news companies, embassies, and international organizations).

Centre of Cultural Development and Cultural Policy Studies, NGO
$17,220.00
Armenia (Yerevan City, Shirak Province, Tavush Province, Lori Province)
In support of creation of the resource center for the workers of museums and galleries and establishment of mechanisms for the formation of a cultural policy in Armenia. The project activities include: creation of the specialized library and the internet-centre, the issuing of the electronic bulletin and realization of seminars, meetings and round tables on discussion of mechanisms of cooperation of the organizations of a network with state structures and development of lobbying mechanisms of legislative initiatives. The project will create a network of museums, possibly in the form of association and will enable environment for its proper functioning in market economy.

HAVAT Public Organization of Mothers of Deaf Children
$34,823.00
Armenia (Yerevan City, Gegharkunik Province, Ararat Province, Syunk Province, Lori Province, Tavush Province)
In support of civil society development through the creation of a legal environment and sustainable mechanisms for the integration of disabled children into public life. The project will create a model for the integration of deaf children in the life of their communities in Yerevan and in the regions of Gavar, Armavir, Goris, Stepanavan, Vanadzor and Noyemberyan. Children and their parents will be provided with training and opportunities that will enable them to enroll in regular schools and help them with further education and employment opportunities after graduating from high school. The program will help to comprehensively and systematically promote measures for disabled persons and thereby to promote the independence of disabled persons and their full participation in social, economic, cultural and other area of activity.

International Center for Human Development (ICHD*)*
$34,991.00
Armenia
To advance economic growth and political stability in the South Caucasus by promoting regional integration of energy systems. The grantees will research the basic technical, financial, and legal provisions necessary for reintegrating national energy systems and for linking energy systems in the South Caucasus to neighboring countries. A series of analytical papers will be published, describing the current conditions in the national energy sectors, development trends for the future, as well as the possibilities for and the benefits of reintegration. These papers will form the basis of policy recommendations to be distributed to policymakers and other stakeholders. The project will encourage communication between energy experts and policymakers in the region, and lead to adoption of efficient and effective energy legislation that allows for regional integration.

NGO "Environmental Survival"
$34,688.00
Armenia
To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. The partners' public awareness activities will target the population and local governments in the Debet and Khrami river basins and will operate through a network of three Public Environmental Information Centers. The Centers will serve as a local resource for information on environmental and related legal issues and they will collaborate with organizations operating national and regional environmental programs. These activities will encourage in-country partnerships between public and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

Competition: Integration of the South Caucasus Countries With European Conventions and Norms
To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.

Armenian Center for Political Studies and Training, Public Organization
$2,628.82
Armenia
To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO, and develop appropriate education policy recommendations for legislative bodies in the three countries.

Armenian Center for Political Studies and Training, Public Organization
$34,686.00
Armenia
To improve higher education systems in the South Caucasus by promoting the adoption of internationally recognized education standards. The project partners will analyze the existing education legislation at the national level, conduct a regional comparative analysis and assess the degree to which the legislation complies with the 1997 Lisbon Convention on Higher Education, jointly drafted by Council of Europe and UNESCO. The partners will then facilitate a stakeholder process in which recommendations for adopting new education standards will be developed with input from civil society actors, government officials and donor representatives. The process will include an initial international conference in Tbilisi, national seminars in Baku and Yerevan, followed by trainings for stakeholders and a regional seminar in Tbilisi. As a result of these discussions, appropriate education policy recommendations will be drafted and submitted to legislative bodies in all three countries.

Center for Regional Integration and Conflict Resolution
$2,662.56
Armenia
To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country, and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

Center for Socio-Economic Researches and Analysis
$2,732.00
Armenia
To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary, and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

Committee to Protect Freedom of Expression
$2,813.00
Armenia
To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend media-related legislation.

Committee to Protect Freedom of Expression
$32,162.00
Armenia
To protect freedom of speech and support the development of independent media in the South Caucasus. The partners will examine existing national legislation, regulations and administrative provisions on mass media and freedom of speech and conduct a comparative regional analysis to identify the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. In addition, the partners will examine instances in which freedom of speech and the rights of journalists were violated following each country's accession into the Council of Europe. The results of the analysis will be used to formulate policy recommendations to bolster media and freedom of speech protections. These recommendations will be presented to the legislative bodies of Armenia, Georgia, and Azerbaijan. The project will empower a formal regional network of independent media advocacy organizations, which will be able to monitor adherence to the principles of freedom of speech and expression.

Media Support "Internews" NGO
$2,856.00
Armenia
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

Media Support "Internews" NGO
$34,996.00
Armenia
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct an analysis of the legislation regulating ICT in the three countries and the extent to which such legislation complies with standards set by the Council of Europe. Following the analysis, partners will work in close consultation with representatives of government, ICT businesses, NGOs and European experts to produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the project, the appropriate government bodies will consider the partners' recommendations for amending ICT-related legislation on issues such as electronic signatures, electronic commerce, IT-related intellectual property issues, data and privacy protection provisions, and cybercrime.

The Armenian Center for National and International Studies
$2,874.00
Armenia
To develop international trade systems in the South Caucasus. The partners will conduct research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

2.2 Improved Legal Systems

Environmental Public Advocacy Center- EPAC
$34,981.00
Armenia
To improve the legislation regulating water resource management in the countries of the South Caucasus. After conducting a comparative analysis of the current legislation in the three countries, the project partners will propose and promote recommendations to harmonize the existing legislation with the standards of the Council of Europe and other international institutions. Following the successful implementation of the project's activities, the appropriate government bodies in Armenia, Azerbaijan and Georgia will adopt legislative recommendations on water resource management.

2.3 More Accountable Local Government

Information Systems Development and Training Center
$33,885.00
Armenia (Kotayk Province)
To create conditions for better accountability and responsiveness by local government and to increase citizen participation in the decision-making process by introducing information management systems and by providing the public with access to information resources of the municipalities. The project will upgrade the unified software package of the municipal Information Management System (IMS) and help install Local Area Networks in ten municipalities wherein the IMS would be implemented. Employees from ten municipalities will receive hands-on training in information processing and networking, as well as further methodological and technical support. An international congress of municipal information centers is in the plans. The project is being implemented within the framework of the Foundation's program to create a country-wide network of municipal information centers.

Stability and Progress, Non-Government Organisation
$34,230.00
Armenia (Shirak Province)
In support of improving information access in Gyumri through the creation of an in-city state of the art geo-information (GIS) technology to support municipal and related services and infrastructure of the city. The project includes creation and design of GISes which offer mapping functionality for municipality and infrastructures as well as the creation of a GIS coordination center. Training on maintenance of GISes will be offered to employees of municipalities and to employees of related service structures.

Union of Armenian Governement Employees Public Organization
$11,122.00
Armenia (Yerevan City)
In support of development of pre-requisites for establishing an Ethic Committee of the Union of Government Employees, as well as formation of public opinion on this issue. A model of Ethic Committee as well as documentation on its status, mandatory regulations, action mechanisms, and sustainability will be developed with help of local and foreign experts. A TV program will be produced and a sociological research will be conducted to access the results of the projects.

Competition: Development of a Country-Wide Network of Municipal InformationAnalytical Centers
To improve local government services through creating information-analytical centers within the municipality. The program includes equipping the centers, introducing software for creation of different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creating mechanisms for citizen feedback.

Diljian Municipality
$21,430.00
Armenia (Tavush Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, and databases and an Internet page created. To attract population feedback, a mechanism will be developed to include

seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Goris Municipality
$21,720.00
Armenia (Syunk Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, as well as information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, databases and an Internet page created. To attract population feedback, a mechanism will be worked out to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Kapan Municipality
$21,664.00
Armenia (Syunk Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, as well as information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, databases and an Internet page created. To attract population feedback, a mechanism will be worked out to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Martuni Municipality
$18,550.00
Armenia (Gegharkunik Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, and databases and an Internet page created. To attract population feedback, a mechanism will be developed to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Masis Municipality
$19,760.00
Armenia (Ararat Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, and databases and an Internet page created. To attract population feedback, a mechanism will be developed to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Metsamor Municipality
$21,280.00
Armenia (Armavir Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, as well as information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, databases and an Internet page created. To attract population feedback, a mechanism will be worked out to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Noemberyan Municipality
$21,040.00
Armenia (Tavush Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, as well as information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, databases and an Internet page created. To attract population feedback, a mechanism will be worked out to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

The Municipality of Gavar
$21,540.00
Armenia (Gegharkunik Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, as well as information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, databases and an Internet page created. To attract population feedback, a mechanism will be worked out to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Vedi Municipality
$18,990.00
Armenia (Ararat Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, as well as information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, databases and an Internet page created. To attract population feedback, a mechanism will be worked out to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Yeghegnadzor Municipality
$21,750.00
Armenia (Vayots Dzor Province)
The aim of the MIAC program is twofold: to introduce cutting-edge technologies for automation, as well as information storage and retrieval; and to train municipal personnel in modern fiscal management, better interaction with citizens, and strategic administrative planning. As a result of the project, an internal network will be designed, a municipal software package introduced, databases and an Internet page created. To attract population feedback, a mechanism will be worked out to include seminars, publication of information bulletins, face-to-face meetings and discussions with local authorities, public hearings, and e-governance. The project is expected to increase the legal awareness of the public and to give democratic reform an extraordinary boost.

Azerbaijan

1.3 Private Enterprise Development

ABD - Azerbaijan Agency for Business Development
$34,988.00
Azerbaijan
To introduce leasing as a business practice and to support the development of leasing as a mechanism to stimulate and promote the development of small and medium businesses. The project will prepare specialists on leasing operations by conducting round tables, sponsoring training sessions, and distributing practical information on leasing. At the end of the project, one business will be selected through a competition to lease equipment provided by the grantee from its own resources.

Association of Certified Accountants of Azerbaijan
$34,367.00
Azerbaijan (Baku)
To support Azerbaijan's transition towards international standards of financial reporting and control, to ensure better financial transparency, to attract investments and to stimulate economic growth. This grant builds on an earlier grant that introduced a system of training for private sector accountants, first in Baku, and then in five regional centers. The project will expand ACA (Association of Certified Accountants of Azerbaijan) activities to train members of legislative and executive branches of government responsible for introducing international standards to Azerbaijan, and for regulating business activity. The ACA will conduct round table discussions with leading stakeholders of accounting reforms to formulate a strategy for reform, develop a package of recommendations for submission to the government of Azerbaijan, conduct wide public discussion of these recommendations, and translate international accounting standards into the Azeri languages.

Azerbaijan Project Management Association
$44,567.00
Azerbaijan
To introduce international project management standards to businesses and non-governmental organizations in Ganja, Sheki, Guba and Lenkoran. The grant recipient will provide training in two areas, basic project management and project management for enterprise development, for 200 business people, public sector officials, and NGO activists in four regions of the country. Successful trainees will receive the first level of certification from the Zurich-based International Project Management Association. The training seminars seek to create a pool of qualified project managers so that local businesses can plan and execute projects more effectively.

Center of Decorative-Applied Art Enterprise
$13,760.00
Azerbaijan (Ganja)
To support development and rebirth of traditional Azerbaijani porcelain manufacture to meet demand conditions of a market economy. This project will draw on the expertise of master artists of the former Ganja Porcelain Factory, which closed after the Soviet Union, to train new artists in the skills of ceramic making and also in principles of modern business practices. The project will prepare workspaces and provide teaching materials and technology to support modern porcelain

production, as well as expositions by the graduates. Local funds will help renovate equipment to restart a small studio to carry on the tradition.

Ganja Agribusiness Association
$34,865.00
Azerbaijan
To develop organic agribusiness in Armenia, Azerbaijan and Georgia. The partners will create a database for organic foodstuffs produced in the South Caucasus and conduct marketing seminars for organic farmers. The project will improve the business skills of farmers and facilitate the formation of organic farming networks. Free access to the database will give individual farmers and their networks an opportunity to better plan their production and will combine their efforts in identifying export markets.

Girdiman Center of Culture and History
$23,140.00
Azerbaijan (Sheky)
To support economic development of the handicrafts industry and tourism in the regional city of Sheki, which has a rich cultural heritage associated with the ancient silk road. The project builds on an earlier grant that helped small artists in a number of regions, including Sheki, promote and market their crafts. It will work in collaboration with the World Bank Cultural Heritage Support Project and the Sheki Association of Handicrafts. The project includes creation of studio space for craftsmen along the tourist route; collaboration between tourism specialists and artists to identify and produce crafts for tourists; a visit to handicraft development organizations in Turkey, and publicizing results for replication elsewhere.

Guild of Professional Film Producers
$34,419.00
Azerbaijan
To attract domestic and foreign investment to the national filmmaking industries of the region. The partners will promote the South Caucasus as a competitive location for film production to the world filmmaking industry by launching a regional website and publishing a film production guide for the countries of the region. The partners expect that these efforts will lead to the establishment of the South Caucasus Audio-Visual Network, a regional professional organization with branches in Armenia, Azerbaijan, and Georgia. The Network will jointly represent the audio-visual industries of the region and establish cross-border links among national filmmaking industry representatives and audio-visual professionals.

IGBAL Foundation
$21,288.00
Azerbaijan (Sheky, Ismailly)
To support the rebirth and development of arts and crafts businesses in Baku and Absheron. The artisans will be provided with important methodological and legal aid materials for the creation of small enterprises, as well as educational trainings in business management. Upon completion of the educational trainings, an exhibition of artisan's work will be held and a catalogue published. The aim of this project is to educate and train artisans on how to create successful outlets to sell their wares, as well as increase the demand for handicrafts in order to help pave the way for increased employment of artisans.

Inkishaf Scientific Center
$31,198.00
Azerbaijan (Sheky)
To support restoration and rebirth of production of silk and silk goods as a profitable traditional business in the northwest region of Azerbaijan. The project activities include trainings in Sheki, Basgal, Gebele and Ismailli in all stages of silk production and publication of the teaching aid on sericulture. Creation of a web site on Azerbaijani silk, organization of exhibition and sale and informational campaign will facilitate promotion of this viable business. The project will increase skills of silk producers, lead to rebirth of the traditions of silk production and result in creation of new jobs.

Karvan Center for Independent Social Research
$24,511.00
Azerbaijan
To enhance competitiveness of SMEs by introducing e-business practices. Azerbaijan is just beginning to enter the area of e-commerce, and this project aims to provide education and practical support. The project includes conducting the first conference on e-business in Baku, developing of e-strategies for fifty SMEs, and providing on-going information support to businesses through seminars, written materials and a website.

KRON Co., LTD.
$35,731.00
Azerbaijan (Astara, Lankaran, Masally, Jalilabad)
In support of small and medium-sized enterprises' understanding and compliance with significantly revised tax legislation. This project builds on an earlier project, which successfully helped businesses understand their tax obligations and also defend their rights before tax authorities in four regions of Azerbaijan. The activities involve cooperation between a legal firm and a publishing house, and include preparing and distributing commentaries on tax legislation, developing an electronic database, conducting interactive training, and providing consultations for 200 SMEs from four new regions of Jalilabad, Masalli, Lenkoran and Astara. The project will also include broader public education.

NGO "Agro Meslehet"
$42,102.00
Azerbaijan
To support the development of green rural tourism as a viable small business in the regions. The grant recipient will publish an atlas of six southern regions that are promising for rural tourism, create a rural tourism database and develop promotional tools including CDs, brochures, and a website. In addition to these promotional activities, the grant recipient will conduct a series of trainings for entrepreneurs and local government officials in the targeted regions. The project will increase farmers' knowledge of rural green tourism and improve the skills these entrepreneurs require to more fully develop the sector.

Organizational & Technical Development Society
$32,910.00
Azerbaijan (Other Azerbaijani Raions)
To support more favorable conditions for promising small and medium-sized businesses to receive project financing from credit institutions in Azerbaijan. The grantee will run a competition to select 10 businesses with the best new business ideas from the five most economically developed regions of the country. The grantee will then provide technical assistance to these companies--conducting business training; helping them prepare solid business plans and

facilitating contacts with credit institutions. The results will be publicized to serve as examples for other SMEs.

Sada Ltd.
$34,950.00
Azerbaijan (Baku, Ganja, Mingachevir, Sumgayit, Guba, Khachmaz, Lankaran, Astara, Sheky, Zagatala)
To support investment in small and medium enterprises by developing improved country-specific mechanisms to evaluate companies' financial conditions and investment potential. The project will help SMEs develop realistic business plans and help banks and investors evaluate their competitiveness. The project includes creation of an Azeri-language computer program for business plans; development and public discussion of recommendations to help investors analyze local SMEs in accordance with international standards; training for 300 SMEs and potential investors, and a website entitled, "Investment Possibilities in Azerbaijan."

Society of Marketing of Azerbaijan
$23,635.00
Azerbaijan (Sheky, Zagatala, Balakan)
To support the development of practical marketing skills of entrepreneurs, representatives of small enterprises, non-governmental organizations and youth, to improve their knowledge and access to opportunities that can be gained through modern marketing techniques and which, in turn, can strengthen their organizations. The NGO will train thirty-five representatives of enterprises, NGOs and state organizations, hold discussions with students at universities, periodically update its website with information on new marketing methodologies, open a free-access library with books on marketing, publish special inserts for the independent newspaper "Zerkalo", and establish collaboration with the Russian academy of marketing. An evaluation will determine the effectiveness of this project, and make recommendations for the future.

Society of Zoologists of Azerbaijan
$6,928.00
Azerbaijan (Baku, Guba, Khachmaz, Astara, Lankaran)
To support development of quail breeding, a promising sub-sector of agriculture and a new area of entrepreneurship, which can serve as a model for the diversification of the Azerbaijani economy outside of the energy sector. The proje t includes training sessions for quail breeding farmers in the Absheron peninsula and south-eastern region, to collect data and to discuss and develop recommendations for the improved management of farmer households. The project will be done in collaboration with an ACDI/VOCA volunteer expert.

Union of Artists of Azerbaijan
$1,000.00
Azerbaijan
To develop a comprehensive linkage proposal that will strengthen the regional modern art market and speed the integration of South Caucasus art into world culture. Partners will explore ways to increase the business skills of modern artists, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, the future linkage project will establish a regional art fair, organize a series of marketing trainings for art professionals, and create a web portal for Caucasian artists.

Competition: Integration of the South Caucasus Countries With European Conventions and Norms
To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.

Caucasus United - Center of Social-Economic and Scientific Researchers
$2,096.10
Azerbaijan
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

2.1 Citizen Political/Economic Participation

Akhundov State Library of Azerbaijan
$34,855.00
Azerbaijan (Baku)
To support automation of the National Library of Azerbaijan to provide electronic connections with international library networks - allowing greater public acess to information. Jointly funded by OSI and the U.S. State Department, this project will create an electronic catalog system, train librarians on its use, and also transfer Azerbaijani literature to the Internet. As a result, Azerbaijani citizens will be able to receive information from sources around the world and foreign researchers and readers will have access Azerbaijani sources.

Antenn Independent Broadcasting Company
$34,904.00
Azerbaijan (Baku)
To support the establishment of a network among the major Azerbaijani FM radio stations for the exchange of public information programs to involve radios in the development of democracy. The project will provide for production and exchange of programs explaining democratic principles and promoting values such as respect for human rights and the rule of law, tolerance, and understanding for vulnerable sectors of society such as the disabled, minorities and refugees. The project also includes training to improve professional standards among radio journalists.

Association of Seismologists of Azerbaijan
$43,858.00
Azerbaijan
To increase the preparedness of relevant government agencies, municipal services, and the general population to act in the event of an earthquake. Improved emergency preparedness will reduce the loss of human life in the aftermath of an earthquake. This project is a continuation of a previously funded project to create effective emergency preparedness plans for 12 municipal

services in Baku, Tbilisi, and Yerevan. This project will consolidate these individual emergency preparedness plans into joint action plans, and will improve the professional skills of staffs of the municipal and relevant governmental services to handle emergency situations through a series of trainings. The analytical and technical products of the project will be made available to interested international audiences, allowing the project partners to share their methodology throughout the world.

Buta Children Humanitarian Foundation
$23,426.00
Azerbaijan (Baku)
To promote interactive discourse between students, teachers and their community, focusing on community participation and sustainable development, through the creation of a network of twelve schools and five municipalities in three districts of Baku: Nizami, Sabail and Azizbayov. Project activities will include trainings, debate competitions including TV debates, cultural/educational activities, round tables, and the publication of booklets and manuals. This school networking project will culminate in the creation of school journalism and business clubs for students to help develop student's professional orientation and understanding, and an Internet website will provide information about project goals, planned activities, project participants and project outcomes.

Ganja Regional Organization of "Knowledge" Society
$24,980.00
Azerbaijan (Ganja)
To support Community Active Schools (CAS) by strengthening ties between regional schools with surrounding community and businesses with the aim of solving local problems. This pilot project will transform the Sadilli settlement school in the Ganja region into a local community center, and a variety of trainers will train teachers, pupils and parents in joint decision-making, as well as teach a broader group that includes members of the local community about civil society formation, information technologies, psychology, the basics of business, and the principles and methods of CAS. This project will create a center for civil initiatives in the school, will organize sport competitions, intellectual games, debates, and ecological activities, will equip the school library with books and magazines about civic education, and with the inclusion of two other Ganja schools into the CAS program of activities, will create a network of schools.

Internews Azerbaijan
$27,634.00
Azerbaijan
To support regular program exchange between nine regional TV stations, which will improve cooperation between the stations and increase their awareness of each others' activities. The project will initially provide training for the regional TV stations on the latest production techniques. Following the training, the regional TV stations will produce their own programs and share them. As a result, viewers throughout Azerbaijan will learn about regional social, political and cultural attitudes and differences and gain a better understanding of Azerbaijan's diversity

Khazar University
$3,366.00
Azerbaijan
To support public policy development by bringing together 25-30 junior faculty from Azerbaijani, Georgian and Central Asian universities to participate in an advanced summer school course on Policy Analysis and Implementation at Khazar University taught by an international team of experts. The grant will enable academics from outside Baku to participate in

this program. The summer school, financed by OSI and Khazar, will introduce a variety of new curriculum and teaching methodology to help young university teachers of public policy and management gain practical experience and tools to improve their courses.

Leader Women Social Union
$36,109.00
Azerbaijan (Baku)
To support the rehabilitation of women being released from prison to help their return to society by resolving the key problems they face, including work and housing. The project will establish a center to teach job skills and provide legal advice for those soon to be released and those already released, and will help with their housing, medical, and other administrative needs so that they may be reintegrated into the community.

League of Defense of Citizens' Labour Rights
$982.00
Azerbaijan
To develop a comprehensive linkage proposal that will enhance civil rights protection in the countries of the South Caucasus through creation of a regional network of drivers' rights advocacy NGOs. In particular, the project will address the issue of the regular violation of civil rights of drivers on the roads of the region, and will elaborate measures to combat corrupt practices among road police.

League of Defense of Citizens' Labour Rights
$34,970.00
Azerbaijan
To improve drivers' rights protection in the countries of the South Caucasus. The partners will conduct a comparative analysis of the national legislative frameworks regulating driving and vehicle use in Armenia, Azerbaijan and Georgia, and conduct a sociological survey to assess the public's awareness of drivers' rights. The analysis and survey will form the substance for a drivers' rights information campaign. In addition, the partners will establish a regional network of three national drivers' rights working groups to provide legal consultations to drivers via a hot-line telephone service and to design mechanisms to combat corruption among road police in the region. The project activities will initiate a regional movement to protect drivers' rights.

Lenkeran State University
$24,795.00
Azerbaijan (Lankaran)
To develop a new mechanism for management of education institutions in the Lenkoran regional community, create a network between five city and five village pilot schools in the Lenkoran region, and extend this network to the neighboring Astara region. Activities include the establishment of internet connections between pilot schools and the Resource Information Center, convening seminars, organizing community exhibitions and educational competitions, and conducting a region-wide conference at the end, devoted to review and discussion of this one-year project. Over the past three years Lenkoran's educational institutions have been developing capacity to mobilize and are working towards self-sustainability, and this project will strengthen and improve the infrastructure of the schools and community in the Lenkoran region, and improve the community's existing Educational Information Center that was established in 2000.

Organizational & Technical Development Society
$34,986.00
Azerbaijan
To advance economic growth and political stability in the South Caucasus by promoting regional integration of energy systems. The grantees will research the basic technical, financial, and legal provisions necessary for reintegrating national energy systems and for linking energy systems in the South Caucasus to neighboring countries. A series of analytical papers will be published, describing the current conditions in the national energy sectors, development trends for the future, as well as the possibilities for and the benefits of reintegration. These papers will form the basis of policy recommendations to be distributed to policymakers and other stakeholders. The project will encourage communication between energy experts and policymakers in the region, and lead to adoption of efficient and effective energy legislation that allows for regional integration.

RUH - Journalists Defense Committee of Azerbaijan
$30,853.00
Azerbaijan
To foster independent and effective national mass media in the South Caucasus. The project will establish a region-wide information exchange network for journalists and editors. The partners will establish an on-line regional database of analytical articles and create a mechanism for cross-border on-line interviews with newsmakers on issues of common concern for the three countries. In addition, the project partners will conduct a series of cross-border on-line journalist forums. These activities will establish a mechanism for accessing reliable analysis of recent events and trends through the use of modern information technology.

Ruzgar Ecological Society
$34,242.00
Azerbaijan (Baku)
To improve the environmental management of transborder water resources in Azerbaijan and Georgia. The project will introduce international specifications and standards for protection and usage of transborder reservoirs in Azerbaijan and Georgia, and also develop administrative and public mechanisms for the protection and usage of transborder reservoirs. Following the successful implementation of project activities, the appropriate government bodies in Georgia and Azerbaijan will accept and utilize international standards for water use and protection.

Social Union of Development and Stimulation of Small Entrepreneurship
$34,986.00
Azerbaijan
To support interactions between local NGOs and businesses that will improve inter-sector relations in Azerbaijan and, in time, foster more socially responsible businesses, improve conditions for local philanthropy and bolster the financial sustainability of NGOs. Communication and collaboration between these sectors will be stimulated through a series of monthly round tables involving NGOs and business representatives, distribution of monthly information bulletins about both sectors, and trainings involving more than 300 representatives of NGOs and commercial organizations.

Society of Regional Studies of Azerbaijan
$32,961.00
Azerbaijan
To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. The partners' public awareness activities will target the population and local governments in the Debet and Khrami river basins

and will operate through a network of three Public Environmental Information Centers. The Centers will serve as a local resource for information on environmental and related legal issues and they will collaborate with organizations operating national and regional environmental programs. These activities will encourage in-country partnerships between public and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

Union of Youth of Azerbaijan
$33,911.00
Azerbaijan (Sheky, Balakan, Zagatala)
To support NGOs in regions of Azerbaijan through creation of a network among existing resource centers outside of Baku. This project builds on a past grant that opened a center to foster citizen initiatives in the NW of Azerbaijan and will expand the activities of this center, to raise skills levels in regional organizations and encourage greater cooperation on solving social problems. A second stage will draw on the strengths of the Union of Youth to connect some 21 regional resource centers, supporting greater information exchange and collabo ration among regional and Baku-based NGOs.

United Aid for Azerbaijan
$2,995.00
Azerbaijan (Baku)
To support extracurricular musical activities for Azeri youth through the auspices of the Caspian Jazz and Blues Festival. The project will select and train young musicians for a new jazz group, the Baku Big Band, which will perform during the festival and continue after it is over. The project will also enable gifted, young Azeri violinist Sabina Rakcheyeva to return from New York for festival concerts and to teach master classes for young musicians.

Competition: Integration of the South Caucasus Countries With European Conventions and Norms
To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.

Areat Center for Contemporary Social Processes
$2,751.00
Azerbaijan
To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country, and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

Azerbaijan Institute of Strategic Research of Caucasus Development
$2,655.00
Azerbaijan
To develop international trade systems in the South Caucasus. The partners will research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

Baku Press Club
$2,755.49
Azerbaijan
To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend media-related legislation.

Baku Press Club
$32,013.00
Azerbaijan
To protect freedom of speech and support the development of independent media in the South Caucasus. The partners will examine existing national legislation, regulations and administrative provisions on mass media and freedom of speech and conduct a comparative regional analysis to identify the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. In addition, the partners will examine instances in which freedom of speech and the rights of journalists were violated following each country's accession into the Council of Europe. The results of the analysis will be used to formulate policy recommendations to bolster media and freedom of speech protections. These recommendations will be presented to the legislative bodies of Armenia, Georgia, and Azerbaijan. The project will empower a formal regional network of independent media advocacy organizations, which will be able to monitor adherence to the principles of freedom of speech and expression.

Caucasus United - Center of Social-Economic and Scientific Researches
$21,073.00
Azerbaijan
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct an analysis of the legislation regulating ICT in the three countries and the extent to which this legislation complies with standards set by the Council of Europe. Following the analysis, partners will work in close consultation with representatives of government, ICT businesses, non-governmental organizations, and European experts to produce policy recommendations for the parliaments of Armenia, Azerbaijan and Georgia. Following successful implementation of the project, the appropriate government bodies will consider the partners' recommendations for amending ICT-related legislation on issues such as electronic signatures, electronic commerce, IT-related intellectual property issues, data and privacy protection provisions, and cybercrime.

Far Centre
$1,848.96
Azerbaijan
To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary, and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

Internews Azerbaijan
$2,072.14
Azerbaijan
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

Internews Azerbaijan
$20,074.00
Azerbaijan
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct an analysis of the legislation regulating ICT in the three countries and the extent to which such legislation complies with standards set by the Council of Europe. Following the analysis, partners will work in close consultation with representatives of government, ICT businesses, NGOs and European experts to produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the project, the appropriate government bodies will consider the partners' recommendations for amending ICT-related legislation on issues such as electronic signatures, electronic commerce, IT-related intellectual property issues, data and privacy protection provisions, and cybercrime.

Society "Tahsil"
$2,495.00
Azerbaijan
To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO, and develop appropriate education policy recommendations for legislative bodies in the three countries.

Society "Tahsil"
$34,995.00
Azerbaijan
To improve higher education systems in the South Caucasus by promoting the adoption of internationally recognized education standards. The project partners will analyze the existing education legislation at the national level, conduct a regional comparative analysis and assess the degree to which the legislation complies with the 1997 Lisbon Convention on Higher Education, jointly drafted by Council of Europe and UNESCO. The partners will then facilitate a stakeholder process in which recommendations for adopting new education standards will be developed with input from civil society actors, government officials and donor representatives. The process will include an initial international conference in Tbilisi, national seminars in Baku and Yerevan, followed by trainings for stakeholders and a regional seminar in Tbilisi. As a result of these discussions, appropriate education policy recommendations will be drafted and submitted to legislative bodies in all three countries.

2.2 Improved Legal Systems

Fovgal Association of Specialists on Emergency Situation and Security of Human Life Activity
$33,450.00
Azerbaijan
To improve the legislation regulating water resource management in the countries of the South Caucasus. After conducting a comparative analysis of the current legislation in the three countries, the project partners will propose and promote recommendations to harmonize the existing legislation with the standards of the Council of Europe and other international institutions. Following the successful implementation of the project's activities, the appropriate government bodies in Armenia, Azerbaijan and Georgia will adopt legislative recommendations on water resource management.

International Commercial Arbitration
$34,721.00
Azerbaijan
To support the use of arbitration as a realistic alternative to the state court system for solving civil and commercial disputes. Through a series of discussions involving judges, lawyers and government, NGO and business representatives, the project will develop "A Code of Ethics for Arbitrators" and discuss how the "Regulations of the Arbitration Court" can be applied domestically. To increase awareness of the availability of arbitration, the final version of the regulations will be published and distributed to potential applicants. Thirty-three lawyers will be trained as arbitrators so that sufficient expertise exists to conduct arbitration.

League of Defense of Citizens' Labour Rights
$34,904.00
Azerbaijan (Baku, Ganja, Khachmaz, Sheky, Ali-Bayramli)
To support compliance with citizens' labor rights enshrined in Azerbaijan's new Labor Code and related regulations. Activities in this grant include seminars for organizations that defend individual rights in five regions (Sumgait, Ali-Bayramli, Ganja, Sheki, Guba). The project will also educate citizens about their rights through distribution of practical information booklets and production of a web site with relevant materials.

NGO "International Press Club"
$22,440.00
Azerbaijan
To support journalists' access to information by building new relationships between government and mass media and developing more effective ways of exchanging information between them. The project involves joint seminars and training for journalists and officials from government offices responsible for press and public affairs. It also involves a seminar with international organizations and follow-up monitoring of press access to government information.

Society of Women Rights Defense named after D. Aliyeva
$27,724.00
Azerbaijan (Nakhchivan)
To increase the participation of women and youth from the Nakhchivan Autonomous Republic in the 2003 Presidential and 2004 municipal elections. The project will organize a survey before and after the elections to reveal voter attitudes on the election process. Training sessions and round tables on the voting process in Azerbaijan will be conducted for more than 200 women, who will then lead voter education seminars in their communities. Successful implementation of the project will help educate more Nakhchivani citizens on democratic principles and the voting process, improving the potential for free and fair elections.

2.3 More Accountable Local Government

'Sigma" Strategic Research Center for Development and International Collaboration
$57,972.61
Azerbaijan (Gazakh, Tovuz, Aghstafa)
To support a joint World-Bank and Eurasia Foundation project to create pilots in rural infrastructure development involving municipalities and communities of three regions of Azerbaijan (Tovuz, Agstafa and Gazakh) that will improve their collaborative social efforts. Sigma was selected by a competition to pre-select municipalities and communities who prove most willing to work together, and suppor tcommunity prioritization and implementation of infrastructure needs. Assistance will be given for selection of project teams, development of implementation plans, setting up of local operations and maintenance fund, and the actual implementation of infrastructure projects, and monitoring of this process.

Social-Strategical Research and Analytical Investigations, Public Unit
$29,311.00
Azerbaijan
To support the development of practical recommendations for determining methods and techniques to increase the effectiveness of municipalities. The project will examine existing data on municipalities' activities in order to formulate a valid sample population and then conduct a statistically relevant survey of municipal council members and citizens. Based on a thorough analysis of the information, a comprehensive manual with recommendations for improving the quality of municipalities' performance and increasing their effectiveness will be prepared. The manual will be distributed to municipalities, parliament members and other appropriate government organizations that are responsible for existing laws and regulations on municipalities.

Yeni Nesil - Union of Journalists of Azerbaijan
$34,940.00
Azerbaijan
To support the establishment of a Mass Media Taxation and Accounting Center that will define and resolve taxation and accounting problems in mass media organizations. The project will also

provide training to help mass media financial and taxation specialists understand modern accounting techniques and the recent changes to local tax laws and publish and distribute a manual entitled "Mass Media and the Tax Law." Through improved awareness of financial requirements, mass media organizations will be better equipped to avoid government harassment caused by their misunderstanding of the tax code and accounting rules.

Belarus

1.3 Private Enterprise Development

Belarus Union of Entrepreneurs and Employers
$32,748.00
Belarus
To support private enterprise growth through the development of business associations. The project will provide entrepreneurs with a wide array of consulting services; conduct quarterly monitoring of social and economic indicators of entrepreneurship development; carry out research of current obstacles to private enterprise growth and submit the results to the Cabinet of Ministers and Ministry of Economy; prepare a draft law "On Unions of Employers", conduct public hearings, and submit the draft for review by the Ministry of Labor and Parliament; organize a series of 18 regional seminars; conduct a round table on business associations activity, and a conference on private enterprise enabling environment; and, assist in creation of two professional associations under the umbrella of the Union. All project materials will be widely disseminated through the organization's newsletter, as well as in the mass media. The project will strengthen the Union's role in solving private businesses' problems and develop the capacity of private entrepreneurs.

Public Association "Women for Restoration of Naroch Region"
$4,377.33
Belarus (Minsk City, Minsk Oblast)
To support the creation of a favorable environment for development of sustainable rural tourism for local economic development. The project will conduct marketing research to identify the most attractive tourist destinations and design a rural tourism program for the target region. The grantee will also compile, publish and distribute information materials and conduct two educational seminars on rural tourism development practice and procedures. The project will increase local awareness regarding this form of entrepreneurial activity, help to develop new economic opportunities and strengthen the information and methodological base for development of rural tourism.

Public Union, "Agro- and Ecotourism"
$15,075.00
Belarus (Minsk City)
To enhance the business environment for development of sustainable rural green tourism in Belarus. The project will draft proposed laws and regulations impacting the economic development of the rural tourism sector and provide training for existing and potential operators in this industry. The program will also develop and publish tourist materials and brochures. The project will increase awareness of sustainable rural green tourism, help remove impediments to growth within the sector and improve the quality of the services provided by existing and future private enterprise stakeholders.

2.1 Citizen Political/Economic Participation

Barrier, Society for Consumers Protection
$11,806.00
Belarus (Minsk Oblast)
To encourage civic participation through more active involvement in consumer rights protection. The project will create a regional information and training center for consumers that will include the development of a database of pertinent legislation, consumer rights organizations and cases of violations of consumer rights. The regional center will provide legal consultation; establish a telephone hot line, conduct a wide information campaign in the mass media and organize a series of seminars for target groups. Project implementation will promote better understanding and enforcement of consumer rights in the region.

Foundation for Regional Press Development
$32,270.00
Belarus (Minsk Oblast, Minsk City)
To improve citizen access to information through the development of non-government regional print media. The project will conduct research of non-governmental regional newspapers and define geographical areas where independent information access is less available; identify groups willing to start a newspaper in such regions and provide them with the necessary consulting support on legal and accounting issues, newspaper management, business planning, advertising; conduct on-site training for staff of newly created newspapers and organize their internship in large regional print media outlets. Project implementation will help to fill the gap in public access to objective information.

ISAR, Inc. Affiliate Office in Belarus
$49,995.00
Belarus
To encourage civic participation through a small-grants program to NGOs focusing on local ecological agendas and ecological tourism development projects. The grantee will also conduct a series of 3 round tables in Minsk, Homel and Baranovichi to advertise the program and encourage dialog between NGOs, local government and businesses. A digest of success stories will be published upon completion. The grantee will complement the program with consulting on legal, accounting and organizational issues, as well as capacity-building training for NGOs. The program will promote public oversight and a constructive engagement of local policy-makers by the third sector, stimulating public participation and encouraging public-state dialogue.

Georgia

1.3 Private Enterprise Development

Biological Farming Association Elkana
$31,843.00
Georgia (Tbilisi City)
To develop organic agribusiness in Armenia, Azerbaijan and Georgia. The partners will create a database for organic foodstuffs produced in the South Caucasus and conduct marketing seminars for organic farmers. The project will improve the business skills of farmers and facilitate the formation of organic farming networks. Free access to the database will give individual farmers and their networks an opportunity to better plan their production and will combine their efforts in identifying export markets**.**

Caucasus School of Business Administration, Ltd.
$47,347.00
Georgia (Tbilisi City)
To promote business education in Georgia by institutionally strengthening the Caucasus School of Business. The grant will improve the school's library resources through subscription to an on-line business library and purchase of textbooks, promote faculty development through support of two core faculty members' research activities and move the school towards international accreditation through membership in Central and East European Management Development Association (CEEMAN). The project will result in improvement of BBA and MBA programs and create the basis for introduction of a local PhD program.

Georgian-French Joint higher School "ESM-Tbilisi," Ltd.
$49,966.00
Georgia (Tbilisi City)
To promote business education in Georgia by institutionally strengthening the European School of Management - Tbilisi. The grant will improve the school's library resources through subscription to an on-line business library and purchase of textbooks, support curricular reform in cooperation with an international partner university and move the school towards international accreditation through membership in Central and East European Management Development Association (CEEMAN). The project will result in improvement of BBA and MBA programs.

Independent Filmmakers Union
$31,245.00
Georgia (Tbilisi City)
To attract domestic and foreign investment to the national filmmaking industries of the region. The partners will promote the South Caucasus as a competitive location for film production to the world filmmaking industry by launching a regional website and publishing a film production guide for the countries of the region. The partners expect that these efforts will lead to the establishment of the South Caucasus Audio-Visual Network, a regional professional organization with branches in Armenia, Azerbaijan, and Georgia. The Network will jointly represent the audio-visual industries of the region and establish cross-border links among national filmmaking industry representatives and audio-visual professionals.

Junior Achievement Georgia
$29,836.00
Georgia (Tbilisi City)
To promote economic education in Georgia by introducing Junior Achievement programs in Georgian high schools. The project will train approximately 120 teachers and 60 representatives of private businesses to carry out instruction in approximately 100 schools, primarily in Tbilisi. After completion of the training, the teachers will be regularly advised by the trainers throughout the project. The activities are co-funded by Tbilisi Local Council, which is financing the publication of Junior Achievement study materials. The project will result in the inclusion of economic education in the secondary education curricula.

New Art Union
$850.00
Georgia (Tbilisi City)
To develop a comprehensive linkage proposal that will strengthen the regional modern art market and speed the integration of South Caucasus art into world culture. Partners will explore ways to increase the business skills of contemporary artists, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of contemporary art across the South Caucasus. In particular, the future linkage project will establish a regional art fair, organize a series of marketing trainings for art professionals, and create a web portal for artists in the region.

Open Text Association
$22,143.00
Georgia (Tbilisi City)
To support the development of local independent newspapers by strengthening Open Text, an Internet-based updateable archive of the Georgian press. The project will equip the archive with an advanced search mechanism and allow for the inclusion of the local newspapers' photographs. The staff of these newspapers will be consulted on how to develop electronic banners for their advertisers, which they will be able to display in the archive. The project will increase public access to the Georgian press and improve the economic viability of independent newspapers.

Competition: Credit Facilitation Initiative
The Eurasia Foundation's Georgia office seeks to build the knowledge base of SMEs in credit management by supporting a pilot training program for SME borrowers. By intervening in the SME credit market in this manner, the Foundation hopes to increase SME access to credit while simultaneously improving lending opportunities for commercial banks.

Association of Business Consulting Organizations of Georgia – ABCO Georgia
$34,422.00
Georgia (Kartli)
To promote the development of regional SMEs through a pilot training program in credit management for small- and medium-size entrepreneurs. In the town of Gori, managers of 60 enterprises will be trained in credit management and related business disciplines. At the seminars, representatives of local bank branches will introduce their banks' credit policy requirements. After completing the training program, each of the entrepreneurs will be provided with a 5-day on-the-job consultancy to improve the operation of their businesses. The project will increase SME access to credit and simultaneously improve lending opportunities for commercial banks.

Georgian Economic Development Institute – GEDI
$33,569.00
Georgia (Imereti)
To promote the development of regional SMEs through a pilot training program in credit management for small- and medium-size entrepreneurs. In the town of Kutaisi, managers of around 50 enterprises will be trained in credit management and related business disciplines. At the seminars, representatives of local bank branches will introduce their banks' credit policy requirements. After completing the training program, each of the entrepreneurs will be provided with a 2-day on-the-job consultancy to improve the operation of their businesses. The project will increase SME access to credit and simultaneously improve lending opportunities for commercial banks.

2.1 Citizen Political/Economic Participation

60 Minutes - Union of Journalists
$40,394.00
Georgia (Tbilisi City)
To support the development and institutional growth of a permanent school of investigative journalism, thereby supporting the development of independent media in Georgia. The project builds on experiences and lessons learned during the school's previous, inaugural year and is focused on improving teaching practices, enrolling regional journalists and establishing the basis for future self-sustainability. The school will train twenty six journalists in the theoretical and practical aspects of investigative journalism. The six regional journalists will be supported through a stipend from the IREX Media Innovations Program.

Akhali Gazeti
$6,947.00
Georgia (Imereti)
To ensure increased, better-informed citizen participation in political processes through fair information coverage of 2003 parliamentary elections in the Akhali Gazeti newspaper. The newspaper will provide comprehensive and unbiased information on pre-election and election processes in the Imereti region of Georgia. The projects will increase citizen participation in the elections and contribute to better-informed voter decision-making.

Caucasus Institute for Peace, Democracy and Development
$32,918.00
Georgia (Tbilisi City)
To foster independent and effective national mass media in the South Caucasus. The project will establish a region-wide information exchange network for journalists and editors. The partners will establish an on-line regional database of analytical articles and create a mechanism for cross-border on-line interviews with newsmakers on issues of common concern for the three countries. In addition, the project partners will conduct a series of cross-border on-line journalist forums. These activities will establish a mechanism for accessing reliable analysis of recent events and trends through the use of modern information technology.

CENN Network (Georgia)
$34,993.00
Georgia (Tbilisi City)
In support of a project to protect trans-boundary water systems from pollution and mismanagement. The project will raise awareness about environmental and water protection issues among the population and local government in the Debet and Khrami river basins through

a network of three Public Environmental Information Centers in Armenia, Azerbaijan, and Georgia. Centers will serve as local resources for information on the environment and related legal issues and collaborate with organizations operating national and regional environmental programs. These activities will encourage in-country partnerships between public and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

Chemi Kharagauli
$19,915.00
Georgia (Tbilisi City, Imereti)
To reduce corruption and increase transparency of the local budget and general performance of governmental bodies by strengthening the public's role in decision-making and mobilizing public opinion in Kharagouli, Imereti, Western Georgia. The newspaper Chemi Kharagouli will improve access to information, facilitate civic education for the local residents, coordinate local efforts towards monitoring and analyzing government performance at the local level, and identify specific mechanisms of misuse of public funds and abuses of power by local governmental bodies. The newspaper's efforts will increase the public's role in local decision-making, reduce incidence of corruption, raise public awareness and interest in transparent governance, and contribute to the development of independent media in the region. The project was developed in cooperation with the EFG partner and grantee organizations, based on the lessons learned from similar projects in the field of civic mobilization, fighting corruption, and development of independent media.

Georgia Union 21 Century
$41,198.00
Georgia (Tbilisi City)
To improve the protection of consumers' rights by monitoring grocery stores in Tbilisi, analyzing their rules and performance regarding legal standards. Under the project, the organization will undertake a campaign to raise public awareness, which will include the provision of information through notice boards at the stores, booklets and radio programs, as well as through consultations at the project office and from meetings with consumers and other stakeholders. Based on the analysis of monitoring reports and complaints received through the consultations, the most reliable and consumer-oriented grocery stores will be identified and will be given special signs of recognition. The organization will judge the most reliable and highest quality grocery stores and hold an award ceremony that will be covered by the media. The NGO's efforts will increase the public's role in improving the consumers' rights situation, and will raise public awareness and media interest in the activation of the existing legal provisions.

Georgian Association of Ecological and Biological Monitoring
$34,928.00
Georgia (Tbilisi City)
To improve the environmental management of transborder water resources in Azerbaijan and Georgia. The project will introduce international specifications and standards for protection and usage of transborder reservoirs in Azerbaijan and Georgia, and also develop administrative and public mechanisms for the protection and usage of transborder reservoirs. Following the successful implementation of project activities, the appropriate government bodies in Georgia and Azerbaijan will accept and utilize international standards for water use and protection.

Georgian Association of Seismic Protection
$44,223.00
Georgia (Tbilisi City)
In support of a project to increase the preparedness of relevant government agencies, municipal services and the general population to act in the event of an earthquake. Improved emergency preparedness will reduce the loss of human life in the aftermath of an earthquake. This project is a continuation of a previously funded project to create effective emergency preparedness plans for 12 municipal services in Baku, Tbilisi, and Yerevan. This project will consolidate these individual emergency preparedness plans into joint (coordinated) action plans, and will improve the professional skills of staffs of the municipal and relevant governmental services to handle emergency situations through a series of trainings. The analytical and technical products of the project will be made available to interested international audiences, allowing the project partners to share their methodology throughout the world.

Independent TV and Radio Company "Lomsia" Ltd.
$11,986.00
Georgia (Samtskhe-Javakheti)
To ensure fair coverage of the 2003 parliamentary elections in Georgia by supporting regional broadcast media. The grant will facilitate public discussion, and increase public involvement and control over the decision-making process on issues related to the parliamentary elections taking place in Akhaltsikhe, southern Georgia. The project envisages providing impartial, timely and regular information about local pre-election and election processes and ensuring open public debates. The project will result in increased public oversight of the election process and strengthen the financial independence of the TV company.

Kakhetis Khma
$6,739.00
Georgia (Kakheti)
To ensure increased and better-informed citizen participation in the political process through fair coverage of the 2003 parliamentary elections in the Kakhetis Khma newspaper. The newspaper will provide comprehensive and unbiased information on the election process in the Kakheti region. The projects will increase citizen participation in the elections and contribute to better-informed voter decision-making.

Radio Company "Dzveli Qalaqi"
$7,963.00
Georgia (Imereti)
To ensure increased and better-informed citizen participation in the political process through fair coverage of the 2003 parliamentary elections and public discussions of elections-related issues on the Dzveli Kalaki Radio Station. Dzveli Kalaki will broadcast a series of live radio debates, as well as special news productions and educational programs related to the elections. The project will increase citizen participation in the elections and contribute to better-informed voter decision-making in the Imereti region.

The Strategic Research Institute
$31,193.00
Georgia (Tbilisi City)
To advance economic growth and political stability in the South Caucasus by promoting regional integration of energy systems. The grantees will research the basic technical, financial, and legal provisions necessary for reintegrating national energy systems and for linking energy systems in the South Caucasus to neighboring countries. A series of analytical papers will be published,

describing the current conditions in the national energy sectors, development trends for the future, as well as the possibilities for and the benefits of reintegration. These papers will form the basis of policy recommendations to be distributed to policymakers and other stakeholders. The project will encourage communication between energy experts and policymakers in the region, and lead to adoption of efficient and effective energy legislation that allows for regional integration.

TV and Radio Company "Tvali" Ltd.
$14,247.00
Georgia (Kakheti)
To ensure fair coverage of the 2003 parliamentary elections in Georgia by supporting regional broadcast media. The grant will facilitate public discussion, and increase public involvement and control over the decision-making process on issues related to the parliamentary elections taking place in Sagarejo, eastern Georgia. The project envisages providing impartial, timely and regular information about local pre-election and election processes and ensuring open public debates. The project will result in increased public oversight of the election process and strengthen the financial independence of the TV company.

Union - Policeman, Driver, Law
$33,950.00
Georgia (Tbilisi City)
To improve drivers' rights protection in the countries of the South Caucasus. The partners will conduct a comparative analysis of the national legislative frameworks regulating driving and vehicle use in Armenia, Azerbaijan and Georgia, and conduct a sociological survey to assess the public's awareness of drivers' rights. The analysis and survey will form the substance for a drivers' rights information campaign. In addition, the partners will establish a regional network of three national drivers' rights working groups to provide legal consultations to drivers via a hot-line telephone service and to design mechanisms to combat corruption among road police in the region. The project activities will initiate a regional movement to protect drivers' rights.

Union "Educational Cooperation and Development Center"
$38,090.00
Georgia
To promote local philanthropy by strengthening collaboration between businesses and non-profits. The project will include both educational activities to improve businesses' understanding of philanthropy and support a dialogue between private businesses and non-profits on major constraints to local philanthropy. The educational activities will include publication and circulation of newsletters and a handbook on philanthropy. The dialogue will be carried out in the form of regular meetings between representatives of the private sector and NGOs. It will be further institutionalized through the creation of a Philanthropy Center with an Advisory Board composed of representatives of both sectors. The project will result in improved understanding of the concept of philanthropy among Georgian businessmen and development of an agenda and action plan on how to overcome major problems obstructing local philanthropy, including a strategy for legal improvements.

Union for Rights of Doctors and Patients
$36,107.00
Georgia (Tbilisi City)
To support access to the municipal health care system for Tbilisi residents and establish mechanisms to protect patients rights through the establishment of the Patients' Advocacy Center. The project will entail the monitoring of selected municipal health care programs, which should provide free medical services to patients; conducting of an information campaign about patients'

rights; providing legal consultations to patients and advocating their rights to governmental officials and agencies; analyzing the current situation of the municipal health care system and drafting recommendations for the improvement of the public health care and insurance systems, which will be presented to the stakeholders and discussed during regular public meetings. The project will result in an understanding of the current state of the municipal health care system and will mobilize the public to become more actively involved in decision-making.

Competition: Integration of the South Caucasus Countries To European Conventions and Norms

To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.

Centre for Social and Economic Research, Foundation CASE Transcaucasus
$2,930.00
Georgia (Tbilisi City)
To develop international trade systems in the South Caucasus. The partners will conduct research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

Georgian Economic Development Institute
$2,155.00
Georgia (Tbilisi City)
To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary, and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

Georgian Intellectual Property Association
$33,100.00
Georgia (Tbilisi City)
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct an analysis of the legislation regulating ICT in the three countries and the extent to which such legislation complies with standards set by the Council of Europe. Following the analysis, partners will work in close consultation with representatives of government, ICT businesses, NGOs and European experts to produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the project, the appropriate government bodies will consider the partners' recommendations for amending ICT-related legislation on issues such as electronic signatures, electronic commerce, IT-related intellectual property issues, data and privacy protection provisions, and cybercrime.

Insitute of Social Policy
$2,170.00
Georgia (Tbilisi City)
To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country, and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

Intellectual Property Association of Georgia
$2,776.18
Georgia (Tbilisi City)
To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

International Institute of Education Policy, Planning and Management
$2,474.12
Georgia (Tbilisi City)
To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO, and develop appropriate education policy recommendations for legislative bodies in the three countries.

International Institute of Education Policy, Planning and Management
$33,315.00
Georgia (Tbilisi City)
To improve higher education systems in the South Caucasus by promoting the adoption of internationally recognized education standards. The project partners will analyze the existing education legislation at the national level, conduct a regional comparative analysis and assess the degree to which the legislation complies with the 1997 Lisbon Convention on Higher Education, jointly drafted by Council of Europe and UNESCO. The partners will then facilitate a stakeholder process in which recommendations for adopting new education standards will be developed with input from civil society actors, government officials and donor representatives. The process will include an initial international conference in Tbilisi, national seminars in Baku and Yerevan, followed by trainings for stakeholders and a regional seminar in Tbilisi. As a result of these discussions, appropriate education policy recommendations will be drafted and submitted to legislative bodies in all three countries.

The Young lawyers Association – Georgia
$28,295.00
Georgia (Tbilisi City)
To protect freedom of speech and support the development of independent media in the South Caucasus. The partners will examine existing national legislation, regulations and administrative provisions on mass media and freedom of speech and conduct a comparative regional analysis to identify the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. In addition, the partners will examine instances in which freedom of speech and the rights of journalists were violated following each country's accession into the Council of Europe. The results of the analysis will be used to formulate policy recommendations to bolster media and freedom of speech protections. These recommendations will be presented to the legislative bodies of Armenia, Georgia, and Azerbaijan. The project will empower a formal regional network of independent media advocacy organizations, which will be able to monitor adherence to the principles of freedom of speech and expression.

Young Lawyers' Association of Georgia
$2,980.00
Georgia (Tbilisi City)
To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will consider the partners' recommendations to amend media-related legislation.

Open School: Grant Competition for School-Based NGOs of Georgia

Association "School-Family-Society"
$34,948.00
Georgia (Tbilisi City)
To improve the financial transparency and to strengthen the democratic management and active inclusion of the public in decision making in the management of the education sphere by coordinating and facilitating the successful implementation of the seven Open School Initiative projects, funded jointly by the Eurasia Foundation and the Open Society - Georgia Foundation. This linkage project will assist and coordinate the seven school-based non-governmental organizations and their respective school communities to increase the effectiveness of the projects and contribute to the sustainability of the initiative. The grantee will conduct a series of trainings for the targeted school communities, establish a web site for the initiative, carry out regular coordinating meetings, and develop partnerships with stakeholders from the donor community, the government and non-governmental organizations.

Association Legion of Democracy
$14,989.00
Georgia (Tbilisi City)
To improve financial transparency, democratic management and active inclusion of the public in decision-making at Tbilisi School #44 by facilitating the development of an effective and capable school board. During the course of the project, the grantee will train the elected school board members, school administration and parents in strategy development, financial management and fundraising. In addition, the grantee will provide access to information by developing a library

with Internet access and publishing informational bulletins that will be distributed in the community. The grantee will also develop partnerships with stakeholders and representatives of the donor community, the government and non-governmental organizations.

Association of Parents and Teachers
$14,954.00
Georgia (Kakheti)
To improve financial transparency, democratic management and active inclusion of the public in decision-making at Telavi School #9 by facilitating the development of an effective and capable school board. During the course of the project, the grantee will train the elected school board members, school administration and teachers in strategy development and financial management. In addition, the grantee will publish booklets and regular bulletins that will be distributed in the community, and hold regular meetings with representatives of the government and non-governmental organizations in order to address education-related problems.

Association of Parents and Teachers of Telavi Secondary School #1 "Patara Kakhi"
$14,865.00
Georgia (Kakheti)
To improve financial transparency, democratic management and active inclusion of the public in decision-making at Telavi School #1 by facilitating the development of an effective and capable school board. During the course of the project, the grantee will train the elected school board members, school administration and parents in strategy development, financial management and fundraising. In addition, the grantee will provide access to information by developing a library with Internet access and publishing informational bulletins that will be distributed in the community. The grantee will also develop partnerships with stakeholders and representatives of the donor community, the government and non-governmental organizations.

Foundation for Development of Gymnasia #7
$15,000.00
Georgia (Tbilisi City)
To improve financial transparency, democratic management and active inclusion of the public in decision-making at Tbilisi High School #7 by facilitating the development of an effective and capable school board and adoption of a school charter. During the course of the project, the grantee will establish a website, place informational materials inside the school, and broadcast school board meetings via the school radio network in order to provide the school community with access to verifiable, objective and systematically updated information for planning, decision-making, implementation and monitoring of school management. In order to ensure more active involvement of the school community in decision-making and the adoption of professional level decisions, the grantee will conduct a series of trainings and distribute regular publications and information materials to the school community. The grantee will also develop partnerships with stakeholders and representatives of the donor community, the government and non-governmental organizations.

Khidi
$14,941.00
Georgia (Tbilisi City)
To improve financial transparency, democratic management and active inclusion of the public in decision-making at Tbilisi School #123 by facilitating the development of an effective and capable school board. During the course of the project, the grantee will train the elected school board members, school administration and parents in strategy development, financial management and fundraising. In addition, the grantee will provide access to information by

developing a library with Internet access and publishing informational bulletins that will be distributed in the community. The grantee will also develop partnerships with stakeholders and representatives of the donor community, the government and non-governmental organizations.

Mothers' and Childrens' Defence League
$14,966.00
Georgia (Imereti)
To improve financial transparency, democratic management and active inclusion of the public in decision-making at Kutaisis School #8 by facilitating the development of an effective and capable school board. During the course of the project the grantee will train the elected school board members and school community in strategy development, financial management and monitoring. In addition, the grantee will develop a school charter, a strategic plan for the school and prepare concrete project for donors, publish bulletins and monitor special complaint boxes in the school for letters from students and parents. The grantee will also develop partnerships with stakeholders and representatives of the donor community, the government and non-governmental organizations.

Union of Parents - Physical and Mathematical Gymnazia of A. Razmadze "Tanadgoma"
$14,386.00
Georgia (Imereti)
To improve financial transparency, democratic management and active inclusion of the public in decision-making at Kutaisi High School #1 by facilitating the development of an effective and capable school board. During the course of the project, the grantee will train the elected school board members, school administration and parents in strategy development, financial management and fundraising. In addition, the grantee will provide access to information by developing a library with Internet access and publishing informational bulletins that will be distributed in the community. The grantee will also develop partnerships with stakeholders and representatives of the donor community, the government and non-governmental organizations.

2.2 Improved Legal Systems

Little Town (Georgia)
$34,826.00
Georgia (Tbilisi City)
To improve the legislation regulating water resource management in the countries of the South Caucasus. After conducting a comparative analysis of the current legislation in the three countries, the project partners will propose and promote recommendations to harmonize the existing legislation with the standards of the Council of Europe and other international institutions. Following the successful implementation of the project's activities, the appropriate government bodies in Armenia, Azerbaijan and Georgia will adopt legislative recommendations on water resource management.

Policeman, Driver, Justice – Union
$828.00
Georgia (Tbilisi City)
To develop a comprehensive linkage proposal that will enhance civil rights protection in the countries of the South Caucasus through creation of a regional network of drivers' rights NGOs. In particular, the project will address the issue of the regular violation of civil rights of drivers on the roads of the region, and will elaborate measures to combat corrupt practices among road police.

TV Company "Argo"
$11,990.00
Georgia (Tbilisi City, Samtskhe-Javakheti)
To ensure fair coverage of the 2003 parliamentary elections in Georgia by supporting regional broadcast media. The grant will facilitate public discussion and increase public involvement and control over the decision-making process on issues related to the parliamentary elections taking place in Zestafoni, western Georgia. The project envisages providing impartial, timely, and regular information about local pre-election and election processes and open public debates. The project will result in increased public oversight of the election process and strengthen the financial independence of the TV companies.

2.3 More Accountable Local Government

Association of Urbanists of Georgia
$27,898.00
Georgia (Tbilisi City)
To increase the accountability of the government by creating a system for monitoring urban development. The project will produce an Internet-based databank containing information on urban development in the capital. The bank will include data on the location of real estate, their owners, construction parameters, construction permits, contracted firms, and violations. The association will also analyze the regulations governing access to information on urban development and produce legislative recommendations for respective agencies. The project will increase the transparency of decision making by agencies in urban development, thereby improving the ability of the public tomonitor these agencies.

Civil Society Institute, Tbilisi
$33,120.00
Georgia (Tbilisi City)
To facilitate the advancement of public policy and administration in Georgia by improving the qualifications of public servants. The project will support the establishment of the Georgian School of Public Policy Training Center. Initially, the center will train public servants from various ministries in policy analysis and public administration. Subsequently, the project will be expanded to include public servants from other branches and levels of government. The project will result in a more highly trained and competent cadre of Georgian civil servants and improved decision making.

Signagi Information Centre
$27,412.00
Georgia (Kakheti)
To promote the establishment of an effective, transparent and professional system of local governance in Signagi that fosters citizen participation in the decision-making processes. The grantee will further develop an existing local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Competition: In Support of Local Government in Georgia
An open grant competition for non-governmental organizations to aid public policy makers and their constituents gain access to relevant and accurate information through the establishment of local government information centers.

Association of Local Governments of Racha-Lechkhumi and Kvemo
$26,265.00
Georgia (Racha-Lechkhumi)
To promote the establishment of an effective, transparent and professional system of local governance in Ambrolauri that fosters citizen participation in the decision-making processes. The grantee will establish a new local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Gori Information Centre
$28,051.00
Georgia (Shida Kartli)
To promote the establishment of an effective, transparent and professional system of local governance in Gori that fosters citizen participation in the decision-making processes. The grantee will establish a new local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Information Centre of Kutaisi
$34,079.00
Georgia (Imereti)
To promote the establishment of an effective, transparent and professional system of local governance in Kutaisi that fosters citizen participation in the decision-making processes. The grantee will establish a new local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Lagodekhi Information Centre
$23,134.00
Georgia (Kakheti)
To promote the establishment of an effective, transparent and professional system of local governance in Lagodekhi that fosters citizen participation in the decision-making processes. The grantee will further develop an existing local government information center in order to (1)

facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Lanchkhuti Information Centre
$24,600.00
Georgia (Guria)
To promote the establishment of an effective, transparent and professional system of local governance in Lanchkhuti that fosters citizen participation in the decision-making processes. The grantee will further develop an existing local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Partnership for Social Initiatives
$34,991.00
Georgia (Tbilisi City)
To promote the effective use of informational resources created within the framework of the Local Government Information Centers Initiative funded by the Eurasia Foundation and the Swiss Agency for Development and Cooperation. Additionally, the organization will coordinate efforts of nine information centers located throughout Georgia and support informational exchanges between them at national conferences. The organization will create a computer database that will be used by all the information centers and conduct the necessary training for their members. The project will also include the creation of a website enabling the public to familiarize themselves with the content of all the databases stored at these centers. The project will make the individual efforts of the information centers more effective.

Rustavi Civil Education Centre
$33,317.00
Georgia (Kartli)
To promote the establishment of an effective, transparent and professional system of local governance in Rustavi that fosters citizen participation in the decision-making processes. The grantee will establish a new local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Telavi Information Centre
$22,288.00
Georgia (Kakheti)
To promote the establishment of an effective, transparent and professional system of local governance in Telavi that fosters citizen participation in the decision-making processes. The grantee will further develop an existing local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Zestaphoni Information Centre
$22,039.00
Georgia (Imereti)
To promote the establishment of an effective, transparent and professional system of local governance in Zestaphoni that fosters citizen participation in the decision-making processes. The grantee will further develop an existing local government information center in order to (1) facilitate easy and equal access to information resources for both local governments (sakrebulo and gamgeoba) and citizens, (2) improve the decision-making processes and overall managerial capacity of local governments, (3) enable local governments to better realize community needs, and (4) help local communities to better utilize local information resources. To achieve these goals, the grantee will also develop a demand driven comprehensive database, organize open public meetings, and develop and distribute monthly information bulletins.

Kazakhstan

1.2 Fiscal Policies & Management Practices

Union of Entrepreneurs and Employers for Aktyubinsk Oblast
$31,925.00
Kazakhstan (Aktobe Oblast)
To facilitate cross-border trade between Russia and Kazakhstan. The grantee and a Russian partner organization will survey businesspeople, monitor six customs posts and hold meetings in order to develop recommendations for the government on streamlining customs procedures. The project also includes trade fairs on both sides of the border, to assist firms' cross-border marketing efforts.

1.3 Private Enterprise Development

Almaty Agro Farming Association and Agriculture Cooperative
$21,908.00
Kazakhstan
To assist farmers through the creation of pilot cooperatives. The cooperatives will share equipment that would otherwise be too expensive. A leasing company has agreed to provide a subsidized rate, increasing the project's chances for success. If successful, other farmers will be able to replicate the pilot cooperatives.

Corporate Fund Business-Incubator SodBi
$3,764.00
Kazakhstan (South Kazakhstan Oblast)
To support a model business incubator. An assessment will be made to see where the grantee could improve and expand its operations and increase revenue. Based on this information, the grantee may be eligible for an institutional-development grant.

Corporate Fund Business-Incubator SodBi
$34,240.00
Kazakhstan (South Kazakhstan Oblast)
To ensure the continued growth of small businesses in South Kazakhstan oblast by strengthening the institutional capacity of the SodBi business incubator. This Institutional Development Grant will provide specialized management and productivity training for incubator staff and introduce new software, which will help the incubator manage client demand for business development services. The design for this grant is the result of an intensive institutional assessment, which was co-funded by the Eurasia Foundation and the Business Advisory Services of the European Bank for Reconstruction and Development.

Entrepreneurship Development Agency, SMEDA
$9,905.82
Kazakhstan (Aktobe Oblast)
To ease Russian-Kazakhstani trade. Local government officials and NGOs from both sides of the borders will meet in a seminar to discuss customs barriers and trade promotion. Participants will also develop plans to conduct activities aimed at improving trade, in anticipation of a grant competition. This grant is financed by the Organization for Security and Cooperation in Europe.

Public Foundation - Internet Training Center
$34,916.00
Kazakhstan (Almaty City)
To increase the efficiency of small and medium sized businesses in Kazakhstan. The grantee will assess the use of Information and Communications Technologies among businesses and provide for specialized training in process improvement and strategic planning via leading business incubators.

Public Foundation Almaty Chamber of Crafts
$2,858.00
Kyrgyzstan (Bishkek City), Kazakhstan (Almaty City), Uzbekistan (Samarkand Region)
To promote crafts as a small-business model. Craftspeople visiting Almaty to sell their wares are vulnerable to extortion by government officials. To minimize this risk, the grantee will conduct seminars on relevant Kazakhstani laws for craftspeople in Uzbekistan and Kyrgyzstan. The grantee will also monitor and provide legal commentary for improper behavior by government officials for use in advocacy efforts.

Public Fund for Assistance to Farmers of South Kazakhstan Oblast
$22,857.00
Kazakhstan (South Kazakhstan Oblast)
To increase the viability of farms in southern Kazakhstan. The grantee will give consultations and train farmers in business skills. The grantee also has a microcredit fund, which would make financing available to qualified farmers and allow them to implement their new skills and knowledge

School of Supplementary Education Parus
$14,018.00
Kazakhstan (Jambyl Oblast)
To promote tourism as a viable business in an economically depressed region. Students will set up a bureau to offer other students ecotourism excursions in a nearby national park. This should help develop the potential for ecotourism in this region, and give students practical knowledge in how to run a business. This project was selected within the framework of the World Bank's Central Asia Innovation Day initiative**.**

Competition: Kazak-Russia Cross Border Initiative
The initiative aims to expand opportunities for small and medium businesses by easing trade across the Russia-Kazakstan border.

Association - Center for Small Business
$23,218.00
Kazakhstan (West Kazakhstan Oblast), Russia (Saratov Oblast)
To enhance cross-border trade between Russia and Kazakhstan. The grantee will evaluate the economic impact of delays, unofficial payments and other barriers at a major border crossing in West-Kazakhstan oblast. In order to alleviate these problems and increase trade, the grantee will assess customs and tax regulations and advocate streamlined procedures. The grantee will also make legal and commercial information available to Kazakhstani and Russian entrepreneurs online and in print. Jointly funded by the Eurasia Foundation and the Organization for Security and Cooperation in Europe, this project will be implemented in cooperation with the Saratov Chamber of Commerce and Industry.

Northern Kazakhstan Chamber of Commerce and Industry
$20,865.00
Kazakhstan (North Kazakhstan), Russia (Omsk Oblast)
To enhance cross-border trade between Russia and Kazakhstan. The grantee will assess the economic impact of delays, unofficial payments and other barriers at a major border crossing in Northern Kazakhstan oblast, and organize bilateral discussions to address these barriers and improve trade relations. Jointly funded by the Eurasia Foundation and the Organization for Security and Cooperation in Europe, this project will be implemented in cooperation with the Omsk Chamber of Commerce and Industry.

Omsk Chamber of Trade and Commerce
$19,988.00
Russia (Omsk Oblast), Kazakhstan (North Kazakhstan)
To streamline and ease cross-border cooperation between Russian and Kazakhstani businesses. The project team will create a special resource center for business people to provide consultation and technical assistance on customs, tax, and logistics issues. They will also organize a cooperative business exchange for Russian and Kazakhstani entrepreneurs and conduct four joint expert discussions on problems facing cross-border business. The results will be distributed to about 1,000 business people through mass media and brochures. This program will be implemented in close cooperation with the Petropavlovsk Chamber of Trade and Commerce, whose activities will be funded by the Almaty Regional Office of the Eurasia Foundation. This is the first example of co-funding by two neighboring offices of the Eurasia Foundation, in Russia and Kazakhstan.

Saratov Chamber of Trade and Commerce
$22,470.00
Russia (Saratov Oblast), Kazakhstan (West Kazakhstan Oblast)
To facilitate cross-border cooperation between Russian and Kazakhstani businesses. The project team will develop an Internet site, gather information on perspective investment projects, summarize customs, tax and logistics procedures, and make this information available to businesses in both countries. The project will be implemented in close cooperation with the Uralsk Small Business Center, whose activities will be funded by the Almaty Regional Office of the Eurasia Foundation. More than 1,000 business people will benefit directly from the project. This is the first example of co-funding by two neighboring offices of the Eurasia Foundation, in Russia and Kazakhstan.

Competition: KIO-Eurasia West Kazakhstan Micro-Finance Initiative

Public Fund for Assistance to Farmers of West-Kazakhstan Oblast
$1,399.00
Kazakhstan (West Kazakhstan Oblast)
To improve the provision of microfinance, a loan officer from this organization will attend a training conducted by the Warsaw-based Microfinance Center. This will help prepare the organization for future assistance under the Foundation's West Kazakhstan Microfinance Initiative.

Public Fund for Assistance to Farmers of West-Kazakhstan Oblast
$54,748.00
Kazakhstan (West Kazakhstan Oblast)
To promote the economic development of farmers in west Kazakhstan. A microfinance institution will receive capital and operating expenses to allow it to expand its operations and improve its management practices. This will help ensure a sustainable lending supply for farmers, who typically have difficulty accessing bank loans. This is part of the West Kazakhstan Microfinance Initiative, co-financed by the Karachaganak Petroleum Organization.

Public West Kazakhstan Fund for Support of Entrepreneurship
$1,399.00
Kazakhstan (West Kazakhstan Oblast)
To improve the provision of microfinance, a loan officer from this organization will attend a training conducted by the Warsaw-based Microfinance Center. This will help prepare the organization for future assistance under the Foundation's West Kazakhstan Microfinance Initiative.

Public West Kazakhstan Fund for Support of Entrepreneurship
$90,861.00
Kazakhstan (West Kazakhstan Oblast)
To promote diversified economic growth. A microfinance organization will receive capital and operating expenses to loan to several dozen small businesses a year on a sustainable basis. The grantee also runs a business incubator and provides consulting services. This full-service approach should increase the number and size of businesses in Uralsk. The Karachaganak Petroleum Organization is financing the loan capital.

West Kazakhstan Oblast Public Foundation for Assistance to Entrepreneurs DAMU
$1,399.00
Kazakhstan (West Kazakhstan Oblast)
To improve the provision of microfinance, a loan officer from this organization will attend a training conducted by the Warsaw-based Microfinance Center. This will help prepare the organization for future assistance under the Foundation's West Kazakhstan Microfinance Initiative.

West Kazakhstan Oblast Public Foundation for Assistance to Entrepreneurs DAMU
$24,923.00
Kazakhstan (West Kazakhstan Oblast)
To support agricultural businesses. The grant will pay the operating costs of a new microfinance institution, which has just received lending capital from a third party. This will allow rural businesses to expand their operations, and have a constant source of financing. This grant is part of the West Kazakhstan Microfinance Initiative, co-funded by the Karachaganak Petroleum Organization.

Competition: OSCE-Sponsored Ecotourism in Kazakhstan
To help people in remote communities generate income and preserve their environment, two to three ecotourism pilot projects will be sponsored. With co-funding from the OSCE and Shell, NGOs will equip themselves and run ecotourism projects. This is part of a larger program that includes marketing, training and evaluation. This is the first comprehensive attempt at ecotourism in Kazakhstan, and is likely to attract further donor interest.

Association of Agricultural Producers Uigentas-Agro
$17,667.00
Kazakhstan (Almaty Oblast)
To test the potential for ecotourism to benefit remote regions. The grantee will set up a traditional Kazakh camp and train local residents in tourism basics in order to attract vacationers from Almaty. This could provide a significant income stream for several businesses in this region and provide a model for other regions. This grant is being cofunded by Shell Kazakhstan and the Organization for Security and Cooperation in Europe.

Public Development Center Bars
$15,651.00
Kazakhstan (East Kazakhstan Oblast)
To test the potential for ecotourism to provide economic growth in rural areas. The grantee will develop an ecotourism route in a national park area. The project will involve residents from a nearby village in its implementation, with the goal of creating a sustainable source of income for the local citizens. This grant is part of the Kazakhstan Ecotourism Initiative.

Tulkubas Regional Ecological Society Wild Nature
$16,252.00
Kazakhstan (South Kazakhstan Oblast)
To test the economic potential of ecotourism in remote regions. The grantee will run an ecotourism project that could serve as a model for others throughout the country. This project is being cofunded by Shell Kazakhstan and the Organization for Security and Cooperation in Europe.

Youth Public Association Ecological and Tourist Center TEK
$17,290.00
Kazakhstan (East Kazakhstan Oblast)
To demonstrate ecotourism's potential for economic growth in remote regions. The grantee design and implement an ecotourism project for one season. With tourist revenues and this grant's investment in camping equipment, this project should become self-sustaining. This grant was awarded under a competition co-sponsored by Shell Kazakhstan and the Organization for Security and Cooperation in Europe.

2.1 Citizen Political/Economic Participation

Academy of Economics and Finance
$17,874.32
Kazakhstan
To train economists. The grantee will provide preparatory courses to enable students to pass the rigorous entrance requirements of the Moscow-based New Economic School's master's program. Students who qualify for the New Economic School will have access to financial support under

other Eurasia Foundation grants and student loans. The grantee will also work to make the preparatory courses self-sustainable.

Business Women's Association of Kazakstan
$5,408.50
Kazakhstan (Almaty City)
To improve the management of a nationwide business association. An analysis of the organization's strengths, weaknesses, opportunities and threats will be conducted. Based on this, the foundation may consider an institutional development grant.

Center for Legal Assistance to Mass Media, Karaganda
$10,838.12
Kazakhstan (Karaganda Oblast)
To improve the skills of future journalists by providing them with practical training. A resource center will be equipped, where students will write, edit and publish newspapers. The students will also receive training in various aspects of journalism. Two local companies are making cash contributions to this effort.

Corporative Foundation Amanat
$55,662.00
Kazakhstan
To improve the lives of orphans, by creating a system of foster parenting and local adoptions. The grantee will conduct social marketing to improve the public's attitude toward orphans. It will then place up to 100 orphans with foster families for the summer in one pilot city, with the expectation that many will be adopted. This program has strong potential to attract other donors or government funding, and it is hoped that it will expand to other cities following the grant period.

Editorial Office of the Newspaper Ustinka Plus Co., Ltd.
$3,929.28
Kazakhstan (East Kazakhstan Oblast)
To support independent journalism, through improving the financial independence of a newspaper. The paper's editor and advertising manager will visit a successful Siberian newspaper, to study its management. A Russian consultant will visit the grantee to recommend management improvements. This is part of the Regional Independent Media Support Initiative.

Firm Umikum Co., Ltd.
$2,213.00
Kazakhstan (Pavlodar Oblast)
To strengthen the financial viability of independent media in Kazakhstan. A Russian media consultant will provide management and marketing training to a private Pavlodar-based newspaper that generates all its income from advertising. Part of the Regional Independent Media Support Initiative, this program will help the grantee identify potential markets and increase advertising revenues.

Kazakhstan Institute of Management, Economics and Strategic Research
$34,300.00
Kazakhstan (Almaty City)
To strengthen independent media and increase the quality of journalism education. Through a competitive process, the grantee will award scholarships and book stipends to ten journalists to complete their Master's Degrees in Communications at the Kazakhstan Institute of Management, Economics and Strategic Research. In addition to increasing enrollment quality, these

scholarships will help defray the operating expenses of this international-quality journalism program.

New Economic School
$22,896.00
Kazakhstan
To provide international-quality graduate training to the next generation of Kazakhstani economists. hrough a competitive process, the grantee will award scholarships to the top-performing Kazakhstani students attending the New Economic School in Moscow. These students will strengthen the quality of economic policy analysis and research when they return to Kazakhstan.

NGO Informational Center - Kazakstan Press Club
$87,072.00
Kazakhstan
To develop journalism and support freedom of expression in Kazakhstan, institutional support will be provided to a leading press organization. The grantee will improve its management and develop income-generating activities to assure its sustainability. It will increase its role in journalism training and in providing a forum for independent organizations.

NGO Informational Center - Kazakstan Press Club
$570.62
Kazakhstan
To support independent newspapers, under the Regional Independent Media Support Initiative. Lawyers representing several independent newspapers will attend a training on free-press legal issues, in order to improve their abilitity to ward off attacks on free speech.

NGO Informational Center - Kazakstan Press Club
$18,544.00
Kazakhstan (Almaty City)
To highlight the effects of concentrated media ownership and contribute to pre-election monitoring. The grantee will receive training in content analysis, and then analyze how national media cover various candidates in the 2003 parliamentary elections.

Oblast Universal Scientific Library named after Sabit Mukanov
$19,281.00
Kazakhstan (North Kazakhstan)
To increase interaction between government and citizens. A press center will be opened to provide a forum for the elected provincial council and non-governmental organizations to discuss budget, policy and social issues with journalists. This grant will lead to more accountable local government, better reporting on public policies, and increased citizen participation in local elections.

Public Association Agency of Social Technologies and Development
$7,895.00
Kazakhstan (Astana City)
To widen participation in public policy and improve government performance. The grantee, an NGO, will conduct a training on evaluation, with participation from Astana city's labor department and the national railroad. It will then work closely with these two entities to evaluate the city's job-placement program and design the railroad's social-spending program. Government programs are rarely evaluated, and this project could be a model for further efforts.

Public Association Miracle Center for Social Adaptation of Orphans and Young Adult Orphans
$2,607.00
Kazakhstan (Jambyl Oblast)
To address the public policy issue of young people being prevented from getting jobs or housing. Orphans graduating from their institutions often lack documents needed to obtain jobs and housing. The grantee will help these young adults register and will conduct a roundtable to focus the government's attention on this problem.

Public Foundation Center for National Economic Development
$13,168.21
Kazakhstan
To involve non-governmental experts in economic policy decision-making, a web site will be created. The grantee will post regular updates of economic data and analysis in Russian and English. The grantee is a new organization, with the potential to become the country's first non-governmental economic think tank.

Public Foundation National Consumers' League of Kazakhstan
$5,925.56
Kazakhstan (Almaty City)
To build the capacity of Kazakhstan's leading consumer rights organization. A third party will analyze the grantee's strengths, weaknesses, opportunities and threats, to determine how it could better defend consumers' rights and become more self sustainable. Based on this information, the Foundation will determine if the organization is eligible for an institutional development grant.

Publishing House Aigak Co., Ltd.
$2,060.00
Kazakhstan (South Kazakhstan Oblast)
To improve the management of the top independent Kazakh-language newspaper. The editor will visit newspapers and a printing plant and attend a management seminar in Russia. This should help him improve the financial sustainability, and thus the editorial independence, of his newspaper. This grant is part of the Regional Independent Media Support Initiative.

Publishing house Aigak Co., Ltd.
$2,999.00
Kazakhstan (South Kazakhstan Oblast)
To strengthen the financial viability of independent media in Kazakhstan. A Russian media consultant will provide management and publishing training to Aigak, one of the only independent newspapers circulated throughout the country. This grant, part of the Regional Independent Media Support Initiative, will help Aigak optimize newly-acquired printing equipment and identify new markets.

Sibirsky Support Center of Public Initiatives
$26,950.00
Kazakhstan
To increase the effectiveness of public advocacy in Kazakhstan. The grantee will conduct a comprehensive assessment of recent advocacy campaigns conducted by Kazakh NGOs. The resulting analysis will be used to develop best practices and recommendations for increasing the efficiency of NGO advocacy efforts.

Union of Faculties of Law Students, Juris Speritus Futurum
$18,813.00
Kazakhstan (South Kazakhstan Oblast)
To improve legal education and assist underprivileged people, a student legal clinic will be opened. The clinic will draw students from five universities, and should serve as a model that can be incorporated into the schools' curriculum.

Your Chance Co., Ltd.
$1,776.00
Kazakhstan (Kostanai Oblast)
To provide a basis for independent journalism, through working to improve a newspaper's financial independence. The paper's editor will study the management of a successful regional Russian newspaper. He will then implement what he has learned at his own publication. This grant is part of the Regional Independent Media Support Initiative.

Your Chance Co., Ltd.
$2,940.00
Kazakhstan (Kostanai Oblast)
To strengthen the financial viability of independent media in Kazakhstan. With the assistance of a Russian media consultant, one of the fastest growing private newspapers in Northern Kazakhstan oblast will develop more productive management procedures and a marketing strategy. This grant, part of the Regional Independent Media Support Initiative, will help the grantee access new markets and increase advertising revenues.

Youth Information Service of Kazakhstan
$4,200.00
Kazakhstan
To conduct an institutional assessment of the country's leading student organization, to help determine how it can survive and grow. This assessment will serve as the basis of a pre-institutional development grant review.

Applied Policy Research Competition for Independent and University-Based Research Centers
The Foundation's Almaty office launched a competition to increase the institutional capacity of independent analytical centers and universities in the fields of applied public policy research and development.

Analytical Center "Strategy"
$9,230.00
Kazakhstan
To widen the teaching of public policy. The grantee will study how the subject is taught elsewhere, and barriers to introducing it in Kazakhstani universities. It will then gather university and education ministry representatives to discuss its findings, with the goal of making it a standard course. This is part of a competition for public policy projects.

Kazakh National University - Al-Farabi
$9,300.00
Kazakhstan
To improve the use of economic indicators in economic policy-making. The grantee will involve students and faculty in research aimed at optimizing tax and investment policy, and present its research to the National Bank and government. This grant is part of the applied policy research program.

Competition: Budget Transparency Program
To train and support NGOs and media that wish to analyze public spending and participate in the budget debate.

Association of School Public Organizations
$11,998.00
Kazakhstan (Astana City, Almaty City, Kostanai Oblast, South Kazakhstan Oblast)
To strengthen citizen control over school budgets, the grantee will help parents' committees in four cities better understand and influence education spending. This project is part of the Open Budget initiative in Kazakhstan.

Public Asociation of Invalids with Higher Education Namys
$8,436.00
Kazakhstan (Almaty City)
To increase citizen involvement in government spending decisions. The grantee will analyze the city's spending for the disabled, develop recommendations, and lobby to have them included in the budget. This is part of the Open Budget initiative in Kazakhstan.

Public Association Taraz Initiating Center
$5,522.00
Kazakhstan (Jambyl Oblast)
To increase the elected city council's ability to review the municipal budget and to raise budget matters' importance in the public debate. The grantee will train candidates for the city council in budget procedures in order to bring attention to spending as a political issue, and to increase their capacity for oversight once elected. This is part of the Open Budget initiative in Kazakhstan.

Sobkor Co., Ltd.
$7,463.00
Kazakhstan (South Kazakhstan Oblast)
To increase citizens' understanding of government budgets. The grantee will produce a series of programs on the preparation and implementation of the budget, and on line items of special interest. This grant is part of the foundation's Open Budget initiative in Kazakhstan.

Ust-Kamenogorsk City Public Association of Youth For Future of Kazakhstan
$10,572.00
Kazakhstan (East Kazakhstan Oblast)
To increase involvement in the development of government spending plans. The grantee will participate in drafting and monitoring the city's budget for youth programs, which until now has been done without citizen involvement. This is part of the Open Budget initiative in Kazakhstan.

Zhambyl Oblast Public Association "Center of Justice"
$11,108.00
Kazakhstan (Jambyl Oblast)
To increase citizens' participation in an important government program. The grantee will monitor the budgets of maternity homes in three cities in order to determine why the government is unable to provide free service, as guaranteed by law. It will then publicize its findings and discuss them with executive and legislative agencies. This grant is part of the Open budget initiative in Kazakhstan.

2.2 Improved Legal Systems

Public Foundation, National Consumers' League of Kazakhstan
$34,120.00
Kazakhstan
To ensure sustained legal and regulatory support for Kazakhstan consumers by strengthening the institutional capacity of the National League of Consumers. This Institutional Development Grant will support the expansion of the League's affiliate network and continued advocacy of quality standards for consumer product manufacturers. This grant will also provide equipment and other support for the League's newspaper, a new mediation service, and internal capacity-building. A primary goal of this grant is to propel the League to operational self-sufficiency.

2.3 More Accountable Local Government

Applied Policy Research Competition for Independent and University-Based Research Centers
The Foundation's Almaty office launched a competition to increase the institutional capacity of independent analytical centers and universities in the fields of applied public policy research and development.

Sange Research Center
$12,684.00
Kazakhstan
To improve the responsiveness of civil servants, the grantee will research the efficiency and openness of government agencies. It will then recommend improvements to the agency for civil service. This grant is awarded under the applied policy research competition.

Kyrgyzstan

1.3 Private Enterprise Development

Association of Organizations Supporting Handcrafts Development in Central Asia (AOPRRCA)
$29,829.00
Kyrgyzstan (Bishkek City)
To promote crafts as a viable small business, and as a means of bridging borders in the Ferghana Valley. This cross-border project will provide craftspeople with trainings and consultations, sponsor crafts fairs and create an electronic map of craftspeople in the valley. These activities should lead to increased sales.

Association of the Consulting Companies
$13,706.00
Kyrgyzstan (Bishkek City)
To support the development and improvement of the business consulting market in Kyrgyzstan, a training program and manual for local consultants will be developed. A reference book will also be published for clients with information on how to find and choose a business consultancy in Kyrgyzstan. This project will help increase the demand by local and foreign clients for local consultants.

Congress of the Women of Kyrgyz Republic
$40,937.00
Kyrgyzstan (Chui Oblast)
To support small and medium business development in the Chu Valley, a business incubator will be established. Three hundred and twenty people will attend courses in business planning, marketing, accounting, and management. The incubator's clients will have access to office equipment, business consultations, and training programs. The project has also received local support; the local government administration and a local business will together provide a building for the business incubator and cover part of the project's operational expenses. The incubator will assist over thirty businesses in filing loan application to credit organizations, and over ten new enterprises will be opened in the business incubator.

Consulting Company "Mekon"
$4,909.00
Kyrgyzstan (Chui Oblast)
To support business education in the Kyrgyz Republic by developing and publishing a manual on commercial banking. Three hundred and sixty copies of this manual will be distributed to eight university libraries throughout Kyrgyzstan, providing a useful reference tool for business students, educators, and all other library users.

Consulting Firm "Granat"
$33,830.00
Kyrgyzstan
To widen participation in economic decision-making. The grantee will conduct economic analyses and rate commercial banks. The grantee will publish its findings in a website, a newsletter, and surveys of the tourist, agricultural and banking sectors. The information will help

businesses, government, and investors identify potential areas for growth through the activities of an independent rating agency.

Economic Faculty of the KNU
$7,056.00
Kyrgyzstan
To support business education in the Kyrgyz Republic by developing and publishing a manual on the Kyrgyz financial system, in both the Kyrgyz and Russian languages. One thousand and three hundred copies of this manual will be distributed to twenty-nine university libraries throughout Kyrgyzstan, providing a useful reference tool for business students and educators, as well as all other library users.

Felt-Art Studio
$15,578.00
Kyrgyzstan (Issyk-Kul Oblast)
To support the development of handicrafts in the Issyk-Kul region. Local artisans will be offered educational courses in international quality and design standards. They will have their crafts promoted in a catalogue, published in electronic and paper format. A monthly bulletin and four handbooks for artisans will also be published. Forty new businesses will be established, with tools and equipment available on loan to artisans.

Public Association NGO "Zaria"
$12,090.00
Kyrgyzstan
To strengthen the capacity of artisan groups in the Naryn region. The grantee will organize training in international design and quality standards, and will produce electronic and paper catalogues. The project will also make computer equipment and services available to ten new businesses. The project will increase the viability of small artisan businesses in the Naryn region.

Public Association of Initiative Youth Ceonis
$21,138.00
Kyrgyzstan (Osh Oblast)
To decrease the number of unemployed youth in southern Kyrgyzstan by creating and managing an employment database. The grantee will open an office in the city of Osh, create a career services database, provide consulting, and publish materials for job seekers. The grantee will provide job leads and services to at least 500 unemployed people in the region

Public Association of the Manufacturers of Mountain Regions, "Too-Syry"
$28,745.34
Kyrgyzstan (Bishkek City)
To support the development of the handicrafts industry in remote regions, training and expanded marketing opportunities will be provided. Training programs in new handicraft technologies, design, and quality control will be introduced, and a crafts store will be set up to market handicrafts. Craftsmen will also have their goods marketed through print and electronic catalogues, and will have the opportunity to participate in an international trade exhibition to be organized in Siberia.

Public Foundation Almaty Chamber of Crafts
$2,858.00
Kyrgyzstan (Bishkek City), Kazakhstan (Almaty City), Uzbekistan (Samarkand Region)
To promote crafts as a small-business model. Craftspeople visiting Almaty to sell their wares are vulnerable to extortion by government officials. To minimize this risk, the grantee will conduct seminars on relevant Kazakhstani laws for craftspeople in Uzbekistan and Kyrgyzstan. The grantee will also monitor and provide legal commentary for improper behavior by government officials for use in advocacy efforts.

Public Fund Jalal Abad SBDC Consult
$21,957.00
Kyrgyzstan (Jalal-Abad Oblast)
To improve trade in the Ferghana Valley. Two business associations, one from Kyrgyzstan and one from Uzbekistan, will work in tandem to help businesses find partners and address customs and legal barriers through activities such as training for entrepreneurs, consultations, and roundtables with government officials. This project is part of the Ferghana Valley Initiative. By promoting trade ties, it is aimed at increasing both private enterprise and cross-border understanding.

Public Union "Business incubator Naryn"
$11,942.00
Kyrgyzstan (Naryn Oblast)
To support small and medium enterprise development in Naryn oblast by expanding incubator services to more businesses. The business incubator will increase its clientele base to 19 businesses in Naryn oblast, as well as provide business training seminars and consulting services for business managers. A website will be created as a resource for entrepreneurs and others in the region. The incubator's expansion will increase the number and sustainability of small and medium businesses in Naryn oblast, an urgent need in this economically depressed area.

The Bishkek State Institute of Economics and Commerce
$22,726.00
Kyrgyzstan
To support the development of ecotourism in Kyrgyzstan and promote cooperation between local tour agencies, an ecotourism training course will created. Topics from existing international models will be adapted for local trainings. Market research will identify demand and locate the best areas for ecotourism development. A center for ecotourism development will be established to train students as tour leaders and guides and promote ecotourism as a profitable sector of the Kyrgyz economy. This project will also facilitate IT-based cooperation between domestic tour operators and educational institutions.

Competition: Fergana Valley Initiatives
The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.

Public Foundation "SIFE-Centre-South "
$17,155.00
Kyrgyzstan
To promote free trade and economic development in the Ferghana Valley. Three student business associations, one each in Kyrgyzstan, Uzbekistan and Tajikistan, will develop business plans emphasizing cross-border trade. The students will then implement the plans and enter them in

competitions. This hands-on education will help prepare a new generation of businesspeople with an understanding of the benefits of and obstacles to trade.

Competition: Ferghana Valley Development Program: Training for Farmers and Entrepreneurs

Business Women Association of Fergana Region
$18,509.00
Uzbekistan (Fergana Region), Kyrgyzstan (Jalal-Abad Oblast)
To improve trade in the Ferghana Valley. Two business associations, one from Kyrgyzstan and one from Uzbekistan, will work in tandem to help businesses find partners and address customs and legal barriers through activities such as training for entrepreneurs, consultations, and roundtables with government officials. This project is part of the Ferghana Valley Initiative. By promoting trade ties, it is aimed at increasing both private enterprise and cross-border understanding.

2.1 Citizen Political/Economic Participation

Broadcasting company "Osh TV," Ltd.
$34,864.00
Kyrgyzstan
To support cross-border trade and media partnership in the Ferghana Valley. Tajikistani and Kyrgyzstani television stations will co-produce a series of shows focusing on trade and small business development, which will inform citizens and enable them to play a greater role in government trade-related decision-making. This project, co-funded by the Eurasia Foundation and the British Government, is part of the Ferghana Valley Initiative and is aimed at increasing legitimate trade and strengthening independent media in a potentially volatile region.

Chui Oblast Public Union of Consumers' Rights Protection, "Kylystar tobu"
$514.10
Kyrgyzstan (Chui Oblast)
To improve consumer service and consumer rights protection in the housing sphere in the Chui Oblast of the Kyrgyz Republic. The grantee will research the physical conditions of apartments in the towns of Kant and Tokmok, examine contracts between renters and owners, and inform and advise renters on defending their consumer rights in court. Additionally, the grantee will organize an information campaign to defend the rights of apartment renters and owners. As a result, housing services in the Chui Oblast will improve and apartment renters and owners will be more aware of their rights and responsibilities as consumers and service providers.

National Library of Kyrgyz Republic
$34,904.00
Kyrgyzstan (Chui Oblast)
To allow citizens greater access to information, the national library will be computerized and a web site created. Readers will be able to more easily search for literature, gain access to international sources of information and receive assistance from librarians.

Public Association, "Osh Resource Centre of Mass Media " (ORC SMI)
$20,543.00
Kyrgyzstan (Bakten Oblast, Jalal-Abad Oblast, Osh Oblast)
To increase the availability of objective news in the Ferghana Valley by establishing a subscription-based electronic news service. The grantee will provide training to journalists in the region, along with financial and editorial support and a means for exchanging information. The project will strengthen reporting capacity in Ferghana Valley and increase access to regional news for both local and international audiences**.**

Public Association, "The Union of Protection of the Consumers Rights of the Osh Oblast
$24,362.00
Kyrgyzstan (Osh Oblast)
To improve consumer rights education for Ferghana Valley high school students and promote cross-border educational development. Secondary school teachers from three countries will work together to develop a regional course on basic consumer rights. One thousand two hundred students from sixty schools in Tajikistan, Kyrgyzstan, and Uzbekistan will participate in a pilot test of the program, which will culminate in a region-wide school competition. Teachers will cooperate in developing a dynamic and important new curriculum, fostering meaningful cross-border professional exchange and knowledge-sharing. The consumer rights the schoolchildren learn will be passed on to their families and communities, an urgent need for the large number of consumers crossing borders to shop in neighboring republics.

Public Foundation, "Development and Cooperation in Central Asia"
$17,348.00
Kyrgyzstan (Bakten Oblast, Jalal-Abad Oblast, Osh Oblast)
To facilitate the integration of ethnic Kyrgyz refugees through economic self-empowerment. Forty-five self-help groups will be set up in southern Kyrgyzstan to assist 675 refugee families from To facilitate the integration of ethnic Kyrgyz refugees from Tajikistan into Kyrgyz society through training in economic self-empowerment. The grantee will provide twelve refugee-focused NGOs with institutional development assistance and intensive training in forming economic self-empowerment groups. The selected NGOs will then establish 45 self-empowerment groups, each consisting of 15 refugee families in southern Kyrgyzstan. The NGOs will train the 675 participating families in practices of economic self-empowerment. The project will provide refugees with the tools they need to improve their living conditions and decrease their reliance on direct humanitarian assistance.

Radiostation "Radio Almaz" under "Almaz-Youg" Ltd.
$18,518.00
Kyrgyzstan (Osh Oblast)
To improve the exchange of information and strengthen independent media in the Ferghana Valley. Radio stations from Tajikistan and Kyrgyzstan will jointly produce a public affairs program modeled after the Radio Bridge" program in the Caucasus. By informing citizens about topics such as labor migration, customs regulation, and water policy, this project will strengthen cross-border understanding in a conflict-prone region. This grant, co-funded by the Eurasia Foundation and the British Government, is part of the Ferghana Valley Initiative.

The Naryn Oblast's Non-governmental Organization, ''Kol-Kabysh''
$21,403.00
Kyrgyzstan (Naryn Oblast)
To improve public awareness of civil society and economic development in the Naryn region. The grantee will establish a regular television program featuring regional and national news. In addition, the grantee will create and broadcast a series of 36 analytical programs that focus on local democracy, small and medium enterprise, land reform and the NGO sphere as these topics affect the region. Thegrant activities will allow citizens of Naryn to become more active in local decision-making.

Tokmok Adult Training Center
$37,865.00
Kyrgyzstan (Chui Oblast)
To improve the quality of economics education in public schools, a teacher-training curriculum will be developed. Course topics will include applied economics, computer basics, and interactive teaching methods. A resource center for economics teachers and others will be opened, four teacher-trainers in applied economics will be trained, and a series of eight training sessions on applied economics and business management will be conducted. The target group for these trainings is young adults, businessmen, and local government officials. The curriculum, including a textbook on applied economics, will be distributed to the 107 target public schools in the three rayons, improving educational quality in economics for 15000 high school students and 165 unemployed adults.

Competition: Fergana Valley Initiatives
The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.

Newspaper "Fergana"
$17,679.00
Kyrgyzstan (Jalal-Abad Oblast)
To strengthen cross-border media cooperation and increase the exchange of information in the Ferghana Valley. Three newspapers will jointly produce an insert in Kyrgyz, Uzbek, Tajik and Russian languages covering customs, water use, environmental, and other issues important to the region. This grant, co-funded by the Eurasia Foundation and the British Government, is part of the Ferghana ValleyInitiative.

2.2 Improved Legal Systems

American University in Central Asia (AUCA)
$2,480.40
Kyrgyzstan (Bishkek City)
To strengthen the constitutional foundation for democracy in the Kyrgyz Republic. A seminar will be held for Kyrgyz government officials and legal scholars from CIS countries to develop recommendations for changes in a number of laws and regulations in preparation for the February 2003 referendum on the new Kyrgyz Constitution. Co-funding for the seminar will come from the Soros Foundation-Kyrgyzstan East-East Program. The recommendations will be disseminated to Kyrgyz parliamentarians, the President's and Prime Minister's offices, the Central Electoral Commission, and will also be made available to the general public via mass media.

Kyrgyz State Patent-Technical Library
$10,414.00
Kyrgyzstan
To promote the development of goods- and services exports in Kyrgyzstan. The Kyrgyz Patent-Technical Library will provide up-to-date technical information on foreign import/export markets, a resource that is severely lacking in the country.

Public Fund of Protection and Assistance to Youth, "OASIS"
$24,212.00
Kyrgyzstan (Bishkek City, Chui Oblast)
To support the protection of young people's rights in the Kyrgyz Republic, a support and legal consultation center will be established. As well as providing legal and other support to young adults, the center will establish a database of civil rights violations against them, based on research conducted under the grant.

United Youth Union Golden Goal
$10,593.00
Kyrgyzstan (Osh Oblast)
To support the protection of students' rights and create useful student linkages in Ferghana Valley universities. Through research into common problems and consultations with students and universities, the partner organizations will help students from Uzbekistan and Kyrgyzstan work together as they engage university administrators in problem-solving dialogue. Cross-border linkages will allow students to devise a regional strategy for activism and standard-setting for university contracts. Student groups will study university contracts from both Uzbekistan and Kyrgyzstan to compare and learn from one another. Part of the study will be to identify any discriminatory policies against foreign students studying in each country's universities and decide on common actions to defend their rights.

Moldova

1.3 Private Enterprise Development

Center of Development and Implementation of Economic Reforms
$11,384.00
Moldova (Chisinau City)
To improve the quality of financial management in non-governmental organizations. The project will create an electronic consultative Internet-site "Accounting and Taxation for NGOs". The grantee will also provide information and consultation to NGOs on questions related to the program topic. As a result of the program, issues and recommendation related to the introduction of new accounting standards for NGOs will be analyzed and compiled. The program will lead to a smoother transition of financial management systems of NGOs.

Moldova Microfinance Alliance
$28,656.00
Moldova (Chisinau City)
To ensure access to financial resources for private businesses and farmers. The grantee will deliver 19 trainings to the staff and Board members of 210 new Savings and Credit Associations covering the issues of financial planning, risk management, internal control procedures, accounting, and credit analysis. Manuals on credit analysis, financial planning, and risk management will be published under the grant. The project specialists will provide regular consultation and support to Associations, complete and publish two research projects focusing on clients' needs in new services delivery, and determine the most important factors securing successful functioning of Savings and Credit Associations. The project will lead to improved quality and increased diversity of services offered by SCAs to their clients and, as a result, improve the SCAs' long-term sustainability.

Small Business School of Cahul Region
$42,830.00
Moldova (Cahul District)
To support institutional development of the Small Business School. The project will establish a business incubator. Under its auspices, the grantee will provide consulting and training services to start-up and active entrepreneurs, and start-ups will be able to obtain office and manufacturing space to launch their business. The grantee will also offer accounting services, assist in registering a new business entity, and conduct a series of round-tables to discuss the most important issues for businesses. Local entrepreneurs, government officials, and representatives of agencies with regulatory powers over businesses will participate. The activities of this organization will help improve the business climate in the region and promote the further development of small and medium business.

Technical University of Republic of Moldova
$33,423.00
Moldova
To support the development of entrepreneurship skills among graduates with a technical discipline. The grantee will organize an international workshop on small business development for technical researchers with the participation of local and foreign experts. A special course on business start-up and management will be developed combining current modules adjusted to meet students' needs and 3 newly created modules. Approximately 100 students will take part in the

course and 25 will further develop their skills by participating as interns at the most successful enterprises. It is anticipated that the course will be included in the Technical University curricula and future students will be able to combine a technical education with knowledge of business development techniques. The project will lead to small and medium business development in the high tech industry and help to decrease the high emigration rate among technical specialists

Union of Inventors and Rationalizators "Inovatorul"
$8,500.00
Moldova
To support development of innovative entrepreneurship. Under the grant, "The Republican Centre for Innovative Entrepreneurship" will be established. The grantee will train approximately 600 inventors and authors in the basics of business development and protection of rights. Project staff will provide consultations in different aspects of business development and entrepreneurs will also be given access to the Internet and office equipment. The project's implementation will help to revive innovative entrepreneurship and develop awareness of intellectual property rights protection.

2.1 Citizen Political/Economic Participation

Association of Independent-Professional Attorneys of the Republic of Moldova
$19,990.00
Moldova (Chisinau District, Chisinau City)
To support the development of an effective system for consumers' rights protection. The grantee will train attorneys and lawyers in professional methods of consumers' rights protection, initiate the establishment of a mechanism for cooperation between non-governmental organizations and government institutions responsible for legal protection of consumers' rights, and conduct a large scale educational campaign among the local population in the mass media. The project activities will increase citizens' participation in protecting their rights as consumers of goods and services while introducing effective mechanisms for the consumers' rights protection and reducing the number of poor quality goods and products.

DECA Press
$49,594.00
Moldova
To support institutional development of the Deca Press News Agency. The grantee will regularly provide training, support and consultations in public relations methodology to non-governmental organizations, and provide access to resources of professional interest to journalists and local mass media outlets. A subscription social news service and local news service in the Balti municipality will be established under the grant. Meetings of the Balti press-club will be regularly organized in order to discuss the most pressing problems of local communities. The Agency plans to increase the number of subscribers and diversity of offered services to clients. Implementation of this program will result in the development and improved efficiency of local mass media outlets and non-governmental organizations in the northern region.

NGO Rural and Social Initiative
$12,358.00
Moldova
To facilitate access to social services for the poor in rural areas. The project will implement a "training of trainers" program to ensure sustainability and create a multiplier effect, to facilitate access to legal documents and information by community based organizations, and to empower

representatives of vulnerable groups by improving access to information. The program will build strategic partnerships between community-based organizations, social services delivery institutions, and local governments. Ultimately, this will lead to improved access to social services for needy community members and better quality of services delivery.

OWH TV Studio
$28,847.00
Moldova (Chisinau City, Chisinau District)
To support the consolidation of electronic media professional capacities and create an alternative training infrastructure and media-related courses for media employees and students of journalism. The grantee will conduct classes for young journalists under a "Media Laboratory - 2003" curriculum comprised of 4 courses: "TV Management," "The Voice of the TV Channel," "TV Non Linear Editing," and "Language of the TV Image." The grantee will also organize internships in Romania for outstanding trainees and conduct a final round table to review project results. Project activities will be highlighted at press conferences and on the project web-site, as well as in a documentary film. The project will help to enhance professional standards of non-state TV company employees as well as to increase the sustainability of the Media Laboratory as a training resource.

Resource Center of Moldovan Human Rights NGOs (Credo)
$20,222.00
Moldova
To encourage local non-governmental organizations to organize multiparty advocacy campaigns and other joint actions, and to improve their lobbying skills. The grantee will deliver 8 four-day training programs to a number of interested local organizations. Each program will consist of 2-day theoretical training and two-day practical exercises. The grantee will also provide on-going consultations and help to the organizations intrested in developing their capacity to organize more effective advocacy campaign and to increase their influence and involvement in decision- and policy-making processes at the national and local levels. The project will result in increased impact from the activities undertaken by different civil society actors and help to build effective partnerships between multiple organizations in order to defend the interests of the groups they represent.

2.2 Improved Legal Systems

Institute for Development and Social Initiatives Viitorul
$27,453.00
Moldova
To strengthen the legal and regulatory environment and to build local government capacity in initiating and implementing local government reform. The grantee will hold three regional workshops to define and prioritize an agenda for local government reform followed by two strategic planningworkshops designed to increase internal management effectiveness of existing associations within local government. The Institute will publish a report on domestic legislative compliance with the European Charter on Local Self-Government and a policy paper covering Moldovan municipal development. A new information clearinghouse will be established to promote local government reform issues and provide support and consultation on effective methodologies. The program will lead to stronger, more effective associations within local governments and result in the increased influence of municipal officials in shaping the local government reform process.

2.3 More Accountable Local Government

Center of Public Administration Consolidation
$14,737.00
Moldova (Chisinau City, Chisinau District)
To support social and economic development in rural communities. The grantee will provide training to local government officials and NGO representatives on strategic planning methods, produce and publish a handbook, and assist 10 communities to prepare strategic development plans. The project will strengthen partnerships between local government, businesses, and the not-for-profit sector. Ultimately, these partnerships will lead to improved social and economic conditions, raising the quality of life within participating communities.

Transparency International – Moldova Branch
$35,383.00
Moldova
To establish a network of anti-corruption watchdog groups. The project foresees the organization of introductory training on anti-corruption activities to a number of regional non-governmental organizations and a competitive selection of partners in project implementation among its participants. The grantee will provide further support to the regional outlets by providing consultations, information, and acñess to publications and other documents on fighting corruption. Training for local mass media outlets in investigative journalism will be organized. Together with selected partner organizations, the grantee will organize public hearings, round table discussions, workshops, and other activities aimed at reducing corruption and promoting transparency in the activities of governmental institutions. Program implementation will increase public awareness of corruption-related issues in the regions and will help implement effective models of corruption prevention and fighting.

Russia

1.2 Fiscal Policies & Management Practices

Amurnet Far Eastern Project Management Association
$30,749.00
Russia (Amur Oblast)
To develop local philanthropy in the Russian Far East (RFE) by disseminating the experiences of successful community foundations. The grantee, a founder of the "Soglasiye" (Concord) Fund in Blagoveschensk, will cooperate with model foundations from Togliatti and Tyumen to provide training and consultations for organizations interested in developing social partnerships and in vehicles to encourage competitive charitable giving in RFE regions. The project will establish a communications network among participating organizations and stimulate the creation of community development foundations.

Center, Analyst
$19,577.00
Russia (Sverdlovsk Oblast)
To bolster the regional mass media by implementing a press-monitoring system in the Sverdlovsk Oblast.
A special database system will create a daily analysis of the content of regional newspapers by sorting publications on economics, politics, education, science, communication, municipal development and other topics, which will be available on the Internet. Subscribers will have free access to the full-text of information and research reports gathered from more than 100 regional newspapers. The portal is expected to become a useful tool for journalists, officials and public relation companies in the region. In addition, the grantee will conduct seminars for regional journalists, and journalism and sociology students on the advantages of such monitoring. In the future, regional publishers will be encouraged to create free electronic versions of their newspapers in exchange for access to the database.

FOSTAS Foundation
$29,963.00
Russia
To strengthen the emergence of public sector information systems, including the Federal Electronic Russia Program, by developing methodological recommendations and training materials. Federal, regional and municipal officials, as well as other interested parties, will be trained in the common lexicon and advanced Western methods and principles of IT system development in public administration. The application of this training will increase the effectiveness and the transparency of these officials' activities.

Fund for Assistance to Science and Education - Tomsk Regional Incubator of Technologies
$21,494.00
Russia (Tomsk Oblast)
To help promote and develop effective policy in the field of public finance and fiscal management in 25 cities of Siberia and the Russian Far East. About one hundred municipal officers and city council deputies will receive extensive online training on how to work with and cater to the business development needs of entrepreneurs, thus improving the administrations' ability to draw up effective municipal policy. After exchanging and analyzing best practices, project participants will publish two manuals on budgetary finance and legal provisions for

entrepreneurial business activities. These manuals, together with successful realization of project activities, will improve conditions for the development of innovative small businesses, contribute to the creation of new jobs, and lead to economic expansion in the region.

Osipiyan Foundation
$25,000.00
Russia
To support Kvant, a magazine for youth interested in physics and mathematics; co-funded by the Eurasia Foundation and the Dynastia Foundation. To reestablish the high profile the magazine enjoyed prior to 1991 and ensure competitiveness in the modern market, Kvant will conduct an audience assessment and adjust its pricing, advertising and distribution strategies accordingly. The Eurasia Foundations portion of the grant will cover strategic improvements, while the Dynastia Foundation will fund increased circulation. By the end of the grant, circulation is expected to more than double to 10,000. In addition, the publishing house is expected to become fully self-sufficient.

Press Development Institute
$28,155.00
Russia
To develop an interactive resourse center for Russian newspaper designers. Internet portal www. Newsdesign.ru will bring regional designers together and thus help to build a community of newspaper designers across the country. Designers would be able to trade their experiences, have their pages layout and projects critiqued by the specialists. Portal will update latest software, technologies and ideas on newspaper design. The project will combine expertise of a well-known newspaper designer Jeff Magness (ex- creative director of Associated Press), and recourses of the Press Development Institute. It is expected that by creating modern layout regional newspapers will be more attractive to the audience and readership will increase.

Russian Union of Social and Economic Reform
$48,891.00
Russia
To enable a legal environment for charitable activities in Russian Federation. The project aims to reduce legal barriers for implementation of international technical and humanitarian programs in Russia and to absorb international experience so that legislators could use the patterns when amending laws. The grantee will work in close cooperation with the Commission on Technical and Humanitarian Aid of the Federation Council, representatives of relevant ministries and departments to compile two hand-books and a web-page on Russian laws in the area. The content of the hand-books will pass legal expertise of the Federation Council and ministries as well as lawyers of foreign companies and foundations. The hand-books will be recommended as the most accurate information source to the leaders of Russian regions. Also, the grantee will run two working meetings for the representatives of regional administrations, and make presentations at the NGO Charity Committee of the American Chamber of Commerce for international donor organizations to present and distribute the hand-books. The project will contribute to better and uniform understanding of Russian legislation by Russian officials and international donors and will indicate the most cumbersome regulatory documents to be changed by legislators.

Society of the Graduates of the Faculty of Journalism of the Moscow State University
$34,895.00
Russia
To create a career center for students and graduates specializing in journalism, communications and media related disciplines. The center will be based in the Department of Communications at

Moscow State University and will provide internship and job search services. Staff will help students to write effective resumes, explore career opportunities, and develop job-hunting skills as well as help the media industry quickly and efficiently find qualified employees. The center will support an Internet portal, including the resumes of students and graduates and updated information on internship and employment opportunities in Russian media. The circulation of information on internships will help students to choose summer internships in deferent parts of Russia not only in their home city. In addition to helping foster media involvement in students' education, this will be the first project in Russia to analyze information on placement, salaries and other indicators in order to develop ratings of media education programs.

Competition: The Northwest Russia Small Grants Initiative
The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Association of Independent Journalists of the North
$23,211.00
Russia (Murmansk Oblast)
The project aims to improve the financial and editorial functions of Murmansk's regional newspapers. The grantee will create a two-page information and advertising section to be published jointly by several regional newspapers. By pooling resources and collaborating on this project, these ne wspapers will increase circulation, cut costs, and attract more advertisers. The project will establish an effective model of financial independence for regional newspapers by raising advertising revenue and reducing publishing expenses.

1.3 Private Enterprise Development

American Friends of The New Economic School
$100,000.00
Russia (Moscow City)
To promote economic education and the development of western-trained economists in Russia through continued support for the two-year graduate program in economics at the New Economic School (NES). The grant will fund the continued operation of the NES's teaching program, the introduction of new programs, and the introduction of new financial management procedures.

Angarsk Municipal Fund for Small Business Support
$25,902.00
Russia (Irkutsk Oblast)
To improve access of small businesses to financial resources by developing a municipal microcredit program in Angarsk. The grantee's staff will undergo training in financial management, and the Fund will receive methodological support from leading microfinance organizations. The grantee's 800,000 ruble credit portfolio, provided by the local administration, will be monitored by newly-developed software. Up to 100 local entrepreneurs will improve their business planning skills through training seminars, and up to 80 of them will receive small loans. Project results will be covered in local media. The project is part of the YUKOS-EF partnership program for small business development and revitalization of local communities.

Angarsk Women Public Organization "Contemporaries"
$19,993.00
Russia (Irkutsk Oblast)
To develop the small business consumer services sector in Angarsk, under the frames of the YUKOS-EF partnership program for small business development and revitalization of local communities. The grantee will research demand for small-cost consumer services, such as beauty salons, dry cleaners, and tailoring services, and develop recommendations for more effective growth in the sector. Start-ups and companies already active in the consumer services market will benefit from training seminars, expert consultations, and improved marketing strategies. The grant will result in diversifying and improving the range of consumer services currently available to citizens.

Armavir Interregional Chamber of Trade and Commerce
$28,520.00
Russia (Krasnodar Krai)
To reduce legal and regulatory barriers to the development of SMEs in the Northern Caucuses by developing the regional branch network of the most successful local private arbitration court. Through seminars, consultations, and booklets, the grantee will educate lawyers and businessmen from five regions on the benefits of solving commercial conflicts through private arbitration. The private arbitration court will set up new offices, improve judges' arbitration skills, and refine procedures Best practices will be summarized in a manual and distributed to Russian arbitration courts. The grant is expected to help businesses avoid lengthy, expensive court battles.

Bryansk Chamber of Trade and Commerce
$33,400.00
Russia (Bryansk Oblast, Belgorod Oblast, Kursk Oblast, Orel Oblast, Smolensk Oblast)
To reduce legal and regulatory barriers to SME development in central Russia by facilitating cooperation among five regional private arbitration courts. The grantee will organize workshops for court judges and managers and provide them with regular consultations on improving legal services. The trainees, in turn, will educate lawyers and businessmen from their respective regions on the benefits of resolving business conflicts through private arbitration. The grantee will hold a final nterregional conference and summarize best practices in a manual to be distributed among Russian arbitration courts.

Business Center, Benefit – Consult
$34,019.06
Russia (Moscow City, Voronezh Oblast)
To reduce administrative barriers to private enterprise development by increasing transparency and simplifying the rocedure for small businesses to secure lease rights to real estate. After analyzing the relevant legislation and surveying the problems faced by entrepreneurs in leasing property, the grantee will develop a prototypical lease- management scheme and make recommendations for improving existing procedures in two pilot areas: the Zelenograd district of Moscow, and the city of Voronezh. In addition, the grantee will organize two round tables for small business representatives and local officials to discuss these recommendations. The resulting package of initiatives will be presented to the relevant federal and regional bodies. The project's results will be broadly publicized in electronic and print media.

Business Support Structures Foundation
$34,967.00
Russia
To improve the quality of educational support for Russian SMEs by implementing new methods of evaluating the quality of short-term training programs. The grantee will uncover problems faced by educational structures in creating and evaluating short-term training courses for SME employees and will develop a new approach to analyzing their effectiveness. These new procedures will be teste d by four experienced SME support structures and fine-tuned based on their feedback. The resulting materials will be distributed to 500 educational and SME support organizations and published on the Internet.

Center for Business Ethics and Corporate Governance
$50,000.00
Russia (Saint Petersburg City)
This project will help Russian companies successfully adopt the new Russian corporate governance code, approved in April 2002 as a draft model, to increase the transparency of Russian shareholder companies. The Center for Business Ethics (CBE) will research 25 public companies to determine their training needs and capacity to develop and implement their own corporate governance Codes. The project will also address existing barriers to the Code's implementation. The CBE will publish an in-depth analytical report of current corporate governance and business ethics practices in order to help companies develop a suitable training strategy for corporate governance reform.

Center for Democratic Initiatives and Economical Technologies
$22,954.00
Russia (Rostov Oblast)
To promote the development of youth entrepreneurship in the Rostov Oblast. Working alongside businesspeople and micro-finance organizations, the grantee will conduct seminars and roundtables and provide regular consultations on preparing business plans. Some 100 young entrepreneurs drawn from final-year students, narrowed to 50 for a second round of activities, will acquire the skills necessary to launch and run a business. The project is the first of its kind in the oblast and could be later replicated in other regions.

Center for Development and Support of Entrepreneurship in the City of Strezhevoi
$49,993.36
Russia (Tomsk Oblast)
To enhance small business growth in the town of Streghevoi by improving local SME support infrastructure. A Business Development Center will receive start-up funding and begin operating in the town. Leading SME support institutions will participate, providing the grantee with expert advice and methods on how to bolster SME support infrastructure. The Center will add a business library, a website, and develop a software package. This project's success and prospects for replication will be highlighted in regional and local media.

Consultant-Business-Center, Company
$18,593.00
Russia (Irkutsk Oblast)
To improve business processes of small enterprises by introducing contemporary methods of tax reporting in the frames of YUKOS-EF partnership program for small business development and revitalization of local communities. The grantee, in accordance with municipal tax office program, will establish an authorizing center to generate "electronic signature" keys for electronic documents. Up to 100 SME will receive computer software to generate electronic tax reports and

will benefit from training and consultations on the use of legal, accounting, and managerial computer programs. Project results will be covered by local media to initiate general transition to electronic tax-reporting in the nearest year.

Consulting Company "BRAMAS - GROUP"
$24,666.00
Russia (Khanty-Mansi Autonomous Okrug)
To stimulate small business development and economic diversification in the Nefteyugansk region. The grantee will provide entrepreneurs of three regional towns with expert business consultations and with training in management, marketing, and financial planning.. Each of the 14 participating small companies will manage business projects, the progress of which will be monitored by experts who will provide practical recommendations and guidance. It is hoped that this project will improve the quality of management and increase small businesses' competitiveness in the Nefteyugansk region. This grant is awarded under the YUKOS-EF partnership program for small business development and revitalization of local communities.

Credit Consumer Cooperative, Sodeistvie
$34,965.00
Russia
To help microfinance activity gain ground in Russia as an important source of non-government financial SME support. At present, there are a lot of different kinds of microfinance institutions (MFI) in Russia. In many cases, their financial activity arises out of existing legislation. In order to avoid excessive governmental regulation of their activities, the civil credit cooperative "Assistance" is planning to formalize and systematize the basic standards of different microfinance programs. The standards developed over the course of the project's implementation will be discussed with the Russian MFI in order to form an adjusted basis for MFI activities as self-regulated organizations (SRO). These standards will be published, adjusted with MFI, and an SRO of MFI will be established.

Fund for Development of Marketing and Human Resources
$17,546.44
Russia (Tyumen Oblast)
To revitalize the small business community of Nefteyugansk by creating a business club for local entrepreneurs. The grantee, under the YUKOS-Eurasia Foundation partnership program for small business support and community development, will unite entrepreneurs and provide them with practical business support. Round tables addressing small-business problems will help establish dialog between business and administrative structures. The grant will help strengthen small businesses and create favorable conditions for the formation of a union of entrepreneurs.

Higher Business School
$35,000.00
Russia (Krasnoyarsk Krai)
To provide small businesses with access to training and consulting services by strengthening local SME development infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will train a group of up to 18 local consultants to further develop an existing business support organization and will monitor their independent activities. The trainees will create and publicly discuss with local authorities and businesses a draft strategy of small business development. Entrepreneurs will receive training and consultations on business issues from the grantee's experts and the newly trained consultants. As a result of training they will develop

business/ credit plans for their SME. A summary of the project's results will be published in local media.

Information and Analytical Center Tezaurus-Marketing
$34,994.00
Russia (Moscow City, Novosibirsk Oblast, Tomsk Oblast)
To support more effective development of small IT companies by improving the legislative and regulatory environment of the IT sector. The project will contribute to the start-up phase of the Federal "Electronic Russia" Targeted Program (2002-2010). Administrative, tax and custom procedures will be analyzed to encourage compliance with international practices and to highlight crucial barriers in promoting small IT business services. The grantee will develop recommendations on improving regulation of the sector, and discuss them with experts and the professional community. The resulting documents will be disseminated among IT companies and delivered to the Russian Ministry of Economic Development and Trade.

Institute of National Project "Social Agreement"
$34,400.00
Russia
To improve the business climate in Russia through the implementation of self-regulation and technical standards embodied in new deregulatory legislation. The grantee will develop practical recommendations for establishing self-regulating organizations, assist in formation of such bodies and introduce relevant principles in a pilot sector (juice production). The project's results will be broadly publicized in electronic and print media.

Interregional Association of Zabaikalie and Far East Credit Unions
$38,025.00
Russia (Khabarovsk Krai)
To develop small business micro-financing programs in the Russian Far East (RFE) and Zabaikalye. Through a cross-regional conference and follow-up Internet forum, the representatives of legislative and administrative bodies, businesses, banks, insurance and leasing companies, and credit unions will study the experiences of Western Russian micro-financing programs, as a basis for defining perspectives for micro-crediting sector development in the RFE. The grant will help to strengthen cooperation between local administrations, financing institutions and businesses, as well as facilitate the launch of joint initiatives and projects.

Interregional Marketing Center Chita – Moscow
$29,769.00
Russia (Chita Oblast)
To develop the concept of credit unions in a region which offers entrepreneurs and consumers few financing options. The project team will create an informational center to train and provide consultations for entrepreneurs and the general public on registration and management of credit consumer cooperatives. A series of round tables will help government officials and businessmen to define practical ways for developing credit for small businesses. This pilot project will stimulate the creation of a number of credit cooperatives in the region and make loan funds available to entrepreneurs.

Interregional Marketing Center Udmurtiya – Moscow
$31,488.60
Russia (Udmurt Republic)
To boost the sustainability of small and medium-sized businesses by improving marketing skills. The grantee will carry out a series of marketing training activities for SMEs in the Udmurt

Republic. Those companies most proactive in implementing marketing as part of their development programs will receive free assistance in developing their marketing plans. A series of seminars and publications will promote marketing as a basic tool for SMEs.

Irkutsk Business Development Agency
$34,988.00
Russia (Irkutsk Oblast)
To provide small businesses with access to training and consulting services by strengthening local SME development infrastructure. The project is a part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will train a group of local consultants to further develop an existing business support organization and will monitor their independent activities. The trainees will create a concept for small business development, in accordance with which entrepreneurs will receive training and consultations on business issues from the grantee's experts and the newly trained consultants. The project's results will be summarized during a seminar, with the participation of major regional players.

Kaluga Training Center for Management and Entrepreneurship
$34,965.00
Russia (Kaluga Oblast)
To facilitate private sector growth in the Ugra National Park and nature reserves (Kaluga Oblast). The grantee will coordinate a joint effort including federal park managers and the administrations of five neighboring municipalities to draft a program to stimulate entrepreneurial solutions to severe socioeconomic problems. Participating officials and entrepreneurs will be trained in creating effective local SME support programs, including fundraising techniques. As a result, three to five pilot initiatives will be supported by new agencies, including a credit institution. The results will be summarized and published on CD-rom, to be distributed to national park officials elsewhere in central Russia.

Khabarovsk State Technical University
$30,134.00
Russia (Khabarovsk Krai, Amur Oblast, Jewish Autonomous Oblast)
To increase access to capital for regional business people by promoting the concept of leasing. Building on two previous grants, leasing center specialists will provide training seminars, follow-up consultations, and targeted materials about investment projects that incorporate leasing instruments for senior and financial managers of private entities and for entrepreneurs. A regional conference will be held to discuss ways to increase the effectiveness of leasing operations and to identify investment opportunities in the leasing sector for private companies.

Krasnoyarsk Branch of Moscow State University of Economy, Statistics and Information
$35,000.00
Russia (Evenki Autonomous Okrug, Krasnoyarsk Krai)
To improve the effectiveness of local small businesses and to lay the foundations for SME support infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will prepare a group of 10 potential local consultants to organize a business support structure. Up to 100 local start-ups and entrepreneurs will receive training and consultations on basic business issues. The project's events and results will be covered quarterly in a regional newspaper.

Krasnoyarsk State Architectural and Construction Academy
$24,976.00
Russia (Krasnoyarsk Krai)
To improve the business procedures of small enterprises by introducing contemporary computer software to SMEs. Small business managers will benefit from training and consultations on the use of legal, accounting, and managerial computer programs. The grantee will create a computer center and business library to provide businessmen with free access to software and help fill the current void of business information. The project will help improving management and increase the viability of small businesses. The project is part of the YUKOS-EF partnership program for small business development and revitalization of local communities.

Kurgan Small Business Support Agency
$31,715.00
Russia (Kurgan Oblast)
To promote more active participation by small enterprises in municipal tenders. The grantee will monitor five regional and municipal tenders in order to ensure that 15 percent of the bid volume goes to small businesses, as is the Russian norm. Local SMEs will receive training and consultation on preparing applications, price setting and management. Bidding requirements, recommendations to participants, as well as tender results will be published on the grantees website and disseminated through the informational network of Russian Agencies of Small Business Support. Problems and perspectives for SME participation in municipal tenders will take be discussed at a regional conference.

Leontief International Center for Social and Economic Research
$36,396.16
Russia (Karelian Republic, Arkhangelsk Oblast, Leningrad Oblast, Murmansk Oblast, Novgorod Oblast, Saint Petersburg City, Vologda Oblast, Kaliningrad Oblast)
To boost small business sustainability by improving coordination and communication with regards to best practices and joint approaches to development between all the participants of SME support systems. The grantee will create a SME Internet portal for the Northwest Federal District to collect disseminate best practices and information on entrepreneurship and SME policies. The portal will also be linked to relevant local, federal and international information systems. In addition, the grantee will publish and distribute a printed bulletin on SME policies in the 11 regions of Northwest Federal District. The project is co-funded by Eurasia Foundation and World Bank Institute.

NalogInform, Company
$14,185.93
Russia (Krasnoyarsk Krai)
To improve the legal skills of small enterprises in Achinsk by providing them free access to information and advice on accounting and taxation. The grantee will issue a monthly newspaper and an "Entrepreneurs' guide", both covering current legislative issues and practical business topics. Local SMEs will benefit from participation in group consultations on accounting and taxation issues. The project is part of the YUKOS-EF partnership program for small business development and revitalization of local communities.

Narodny Credit, Credit Consumer Cooperative
$27,554.00
Russia (Jewish Autonomous Oblast)
To promote the concept of credit unions as non-banking resources available to entrepreneurs and consumers in a region with few credit options. Together with the Interregional Association of

Baikal Area and Far East Credit Unions, a successful grantee, the implementer will create a training center to assist managers of credit cooperatives. Government officials, businessmen and NGO leaders will define ways to finance small businesses through credit unions at three round tables. The project will increase the number of credit cooperatives in the region and make loan funds accessible to borrowers.

National Cooperation of Business Incubators
$50,893.00
Russia (Khanty-Mansi Autonomous Okrug, Krasnoyarsk Krai)
To provide small businesses with access to professional support by strengthening local SME development infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will prepare six groups of local consultants to develop independently their business support organizations, with monitoring and methodological support from the grantee. A summary of the results of the project will be published and distributed in the regions targeted by the Partnership Initiative.

National Institute for System Studies of Entrepreneurship
$34,999.00
Russia
To raise the effectiveness of state support of SME through the evaluation of implementation outputs of the federal law on state support of small and medium enterprises. The grantee will carry out a comprehensive study in five regions, determining attitudes toward the law and possibilities for improvement. The results will be published in a detailed review, which will be submitted to the major SME policy-making bodies.

Nefteugansk Central City Library
$15,000.00
Russia (Khanty-Mansi Autonomous Okrug)
To stimulate the growth of private enterprises in the Neftejugansk region by improving access to business information for small and medium-sized businesses. The project, part of the YUKOS-EF partnership program for small business development and revitalization of local communities, will supplement plans to build an interlibrary network in the Khanty-Mansi Autonomous District. The Central City Library will provide SME's with free access to electronic resources, including "Garant" and "Consultant+" databases, and analytical and legal materials on business development. The library will provide entrepreneurs with consultations and legal advice, and librarians will order new business-materials in response to client demand. The grantee will also help strengthen business culture by organizing public presentations and discussions of up-to-date effective business practices.

New Economic School
$116,695.00
Russia (Moscow City, Saint Petersburg City, Sverdlovsk Oblast, Voronezh Oblast, Primorsky Krai)
To promote the highest quality economics education and the development of western-trained economists in Russia through continued support for the two-year graduate program in economics at the New Economic School (NES). This grant will fund the continued operation of the NES teaching program, the introduction of new programs--including an income-generating executive education program, and the implementation of a new financial management system.

Novosoft - Zhelezhnogorsk, Company
$19,123.61
Russia (Krasnoyarsk Krai)
To facilitate interaction between small businesses and municipal authorities by organizing a virtual office of the Achinsk Administration. The grantee will provide entrepreneurs with free access to the virtual office and monitor the process of the administration's response and feedback to over 100 participating SME's. The website will incorporate experts' recommendations from the local administration and business incubators, information about municipal tenders, and legal materials. This project's success and prospects for replication will be highlighted in regional and local media. The project is part of the YUKOS-EF partnership program for small business development and revitalization of local communities.

Peko-Center Fund
$34,990.00
Russia (Komi Republic)
To support the development of the baking industry in the Komi Republic. The grantee will conduct a series of seminars and consultations for managers of small bakeries in seven regions of the Komi Republic. The grantee will also create a database of small bakeries in order to further cooperation in the industry.

Public Fund "Culture" - City of Strezhevoi, Tomsk Oblast
$16,740.00
Russia (Tomsk Oblast)
To stimulate the growth of private enterprises in the city of Streghevoi by improving access to business information for small and medium-sized enterprises. The project, part of the YUKOS-EF partnership program for small business development and revitalization of local communities, supplements activities to strengthen the local SME support infrastructure in the region. The grantee will create a business literature section of more than 500 items, including analytical and legal materials, and "Garant" and "Consultant+" databases. Local SME's will benefit from free access to business Internet resources, consultations, and legal advice. In addition, librarians will order business materials in response to client demand. The grantee will also help strengthen business culture by organizing public presentations and discussions of up-to-date effective business practices.

Runet Product, Company
$81,527.00
Russia (Moscow City, Khanty-Mansi Autonomous Okrug, Tomsk Oblast, Irkutsk Oblast, Krasnoyarsk Krai)
To improve the effectiveness of the SME support processes initiated by the EF-YUKOS Oil Company targeted program, by facilitating ongoing information exchange between program participants. The grantee will evelop procedures and an Internet resource to gather, analyze and disseminate information about project activities and results in four target regions of the program. In addition, the project team will provide organizational and informational support to program grantees in highlighting the most significant events, such as the establishment of Business Development Centers in Nefteyugansk and Strezhevoy. Intermediate results and prospects will be discussed by all program grantees at a roundtable and will be presented at the Fourth All-Russian Conference of SME Representatives in April 2003. The project will help maximize the benefits of the EF-YUKOS program and will improve the environment for its follow-up development.

Russian American Education Center
$33,904.00
Russia (Khabarovsk Krai)
To nurture the entrepreneurial spirit of young people while supporting their efforts financially. An informational center will provide business-related training for youth willing to create their own start-ups, and also to assist the trainees in receiving access to small loans. A series of round tables will help government officials, bankers and businessmen to define ways of offering more credit options to private companies run by young people. The project will increase the volume of credit available to young entrepreneurs and the number of their small enterprises.

Saratov State Agricultural University
$99,673.00
Russia (Saratov Oblast)
To encourage development of the Oblast-wide agricultural extension service operation program (AESOP). This repeat grantee of the Eurasia Foundation has already successfully created an innovative extension service pilot model in Marx district, providing local farmers with needed technical, commercial, legal and accounting information. Farmers were able to significantly increase production and yields and eliminate almost entirely a number of common accounting and tax violations. This institutional development grant will enable the University to better structure their work, develop efficient schemes for charging for their services, diversify their services, improve the qualification of extension agents and farmers, expand into three more rural districts, and work out strong marketing policy. All these activities are focused on increasing financial sustainability of this efficient agribusiness support program.

Saratov State Agricultural University
$2,577.58
Russia (Saratov Oblast)
To support a three-day international workshop on the development of agricultural extension service programs in Russia, Ukraine, Kazakhstan, Moldova, Estonia, Armenia, Tajikistan, and Romania. Participants will discuss important trends in agribusiness consulting in their respective countries and share experiences and best practices. Eurasia Foundation funding will be leveraged by the Soros Foundation's East-East Program and support from TACIS.

Sochi Business Development Center
$28,239.00
Russia (Krasnodar Krai)
To create a tourism business community in Sochi. The grantee will train 500 entrepreneurs and 20 municipal managers on cooperation between business and authority, (word choice?) corporate culture, and knowledge of business community experience in advanced tourism countries. As a result, 2000 entrepreneurs and municipal officials will gain experience in collaboration on mutual interests. The grantee will summarize and disseminate best practices among other municipalities and SMEs in the region. The resulting recommendations will be published in two printed brochures and an informational leaflet.

Special Faculty for Retraining of Management Personnel of St. Petersburg State University
$49,961.00
Russia (Saint Petersburg City)
To improve the quality of higher business education in Russia by promoting case study techniques in Russian universities. The grantee will publish its experience in preparing cases studies and will distribute manuals among Russian universities to aid the development of business education curricula. Moreover, grantee workgroups will develop six cases of their own, targeted

towards Russian business practices and compliant with international standards. The results will be disseminated among educators from throughout Russia at a final conference.

Syktyvkar State University
$34,984.00
Russia (Komi Republic)
To improve the quality of business education for SME executives by developing a curriculum and teaching manuals for a future regional MBA program. With support from leading Russian business institutions, the grantee will develop seven management courses. They will be tested with a pilot group of 25-30 SME managers participating in a regional continuing education program. Curricular materials will be further improved based on testing results and will be incorporated into a regional retraining program.

Tatarstan Marketing Society
$35,000.00
Russia (Khanty-Mansi Autonomous Okrug)
To provide small businesses with access to training and consulting services by strengthening the local SME development infrastructure. The project is a part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will initiate an informational campaign and a series of round table discussions to improve the image of the small business sector among the local population. More than 100 local start-ups and entrepreneurs will receive training and consultations on basic business issues. The project's events and results will be covered in regional media.

Tomsk Business Support Partnership
$34,984.72
Russia (Tomsk Oblast)
To provide small businesses with access to professional support by strengthening local SME development infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will prepare a group of 10 to 15 local consultants to further develop an existing business support organization and will monitor their independent start-up activities. Local entrepreneurs receive training and consultations on various business issues from the grantee's experts and the newly trained consultants. A summary of the project's results will be published in a quarterly bulletin and on the grantee's website.

Training and Business Center, Entrepreneurs School
$23,353.00
Russia (Irkutsk Oblast)
To simplify market entry for small enterprises in Angarsk by introducing the "One-Window" concept of registration. Currently, the business registration process can last up to a month and involves wading through up to ten offices of control and administration. The "One-Window"concept shortens the registration period to 5-7 days. The grantee, in cooperation with the local Administration, will introduce the "one-window" model to the Angarsk SME registration process. Sample registration documents and procedure recommendations will be published on the grantee's website and in a print bulletin. Participating small businesses will also benefit from consultations on business development.The project will result in a more effective, efficient system of business registration in Angarsk. This grant is awarded in the framework of the YUKOS-EF partnership program for small business development and revitalization of local communities.

Union of Employers of Republic of Karelia
$34,935.00
Russia (Karelian Republic)
To promote investment opportunities of small businesses in border territories of Karelia. More than 40 entrepreneurs will receive consultations that will help prepare a total of at least 25 business projects for financing. The grantee will analyze local business practices and suggest ways for improvement in order to boost small business and attract investment to the area. The grantee will also develop small business investment project database and make it available in electronic and printed format. The project aims to increase the business activity of small enterprises in five regions bordering Finland by improving business practices and widely disseminating information about the area's investment potential.

Vladivostok Center for Cooperative Entrepreneurship
$34,833.00
Russia (Primorsky Krai)
To stimulate innovative business activity by developing technical and non-technical communications networks among innovation experts, businessmen and scientists. The goal is to broaden perspectives for developing and funding innovative projects. In addition, the project team will apply ideas from opinion surveys of entrepreneurs, working with Moscow and St. Petersburg experts to develop and conduct a new educational program to train innovative managers capable of launching innovative projects or creating their own innovative businesses.

Working Center for Economic Reform - Liberal Alternative
$34,996.00
Russia (Kaluga Oblast, Moscow Oblast, Rostov Oblast, Novosibirsk Oblast)
To support more effective cooperation between large corporations and small businesses. The grantee will develop a "small town passport," an instrument for evaluating local levels of social and economic development. The passport will be tested in eight small towns with differing economies in varying official SME development policies. Final recommendations for developing the SME sector using the support of large companies will be published on the Internet and presented at the IV All-Russia Conference of Small Businesses in April 2003

Competition: Kazak-Russia Cross Border Initiative
The initiative aims to expand opportunities for small and medium businesses by easing trade across the Russia-Kazakstan border.

Association - Center for Small Businesses
$23,218.00
Kazakhstan (West Kazakhstan Oblast), Russia (Saratov Oblast)
To enhance cross-border trade between Russia and Kazakhstan. The grantee will evaluate the economic impact of delays, unofficial payments and other barriers at a major border crossing in West-Kazakhstan oblast. In order to alleviate these problems and increase trade, the grantee will assess customs and tax regulations and advocate streamlined procedures. The grantee will also make legal and commercial information available to Kazakhstani and Russian entrepreneurs online and in print. Jointly funded by the Eurasia Foundation and the Organization for Security and Cooperation in Europe, this project will be implemented in cooperation with the Saratov Chamber of Commerce and Industry.

Northern Kazakhstan Chamber of Commerce and Industry
$20,865.00
Kazakhstan (North Kazakhstan), Russia (Omsk Oblast)
To enhance cross-border trade between Russia and Kazakhstan. The grantee will assess the economic impact of delays, unofficial payments and other barriers at a major border crossing in Northern Kazakhstan oblast, and organize bilateral discussions to address these barriers and improve trade relations. Jointly funded by the Eurasia Foundation and the Organization for Security and Cooperation in Europe, this project will be implemented in cooperation with the Omsk Chamber of Commerce and Industry.

Omsk Chamber of Trade and Commerce
$19,988.00
Russia (Omsk Oblast), Kazakhstan (North Kazakhstan)
To streamline and ease cross-border cooperation between Russian and Kazakhstani businesses. The project team will create a special resource center for business people to provide consultation and technical assistance on customs, tax, and logistics issues. They will also organize a cooperative business exchange for Russian and Kazakhstani entrepreneurs and conduct four joint expert discussions on problems facing cross-border business. The results will be distributed to about 1,000 business people through mass media and brochures. This program will be implemented in close cooperation with the Petropavlovsk Chamber of Trade and Commerce, whose activities will be funded by the Almaty Regional Office of the Eurasia Foundation. This is the first example of co-funding by two neighboring offices of the Eurasia Foundation, in Russia and Kazakhstan.

Saratov Chamber of Trade and Commerce
$22,470.00
Russia (Saratov Oblast), Kazakhstan (West Kazakhstan Oblast)
To facilitate cross-border cooperation between Russian and Kazakhstani businesses. The project team will develop an Internet site, gather information on perspective investment projects, summarize customs, tax and logistics procedures, and make this information available to businesses in both countries. The project will be implemented in close cooperation with the Uralsk Small Business Center, whose activities will be funded by the Almaty Regional Office of the Eurasia Foundation. More than 1,000 business people will benefit directly from the project. This is the first example of co-funding by two neighboring offices of the Eurasia Foundation, in Russia and Kazakhstan.

Competition: Support for Russian Unions of Entrepreneurs
To increase the efficiency of Unions of Entrepreneurs and their role in the development of a self-regulating private sector.

Bureau of Irreproachable Business of St.Petersburg
$24,887.00
Russia (Saint Petersburg City)
To promote the development and expansion of ethics standards in business through the creation of a practical self-regulating model of co-operation between market participants. The grantee will put together guidelines for the regulation of market relations, develop a database of customer claims and business partners with solid reputations, and improve customer information and consulting services. The project results will be discussed at round tables, seminars, on the Web-site, and in publication materials.

Merchant Club of St. Petersburg
$24,898.00
Russia (Saint Petersburg City)
To support private enterprise development by developing effective mechanisms of cooperation between small business people and government organs. The grantee will establish a consulting center and encourage broad discussion on the problems hindering the development of entrepreneurship. The project will consult entrepreneurs on a broad array of questions, conduct training seminars and round tables, and air a specialized training program "Big town small business". The project results will be reported to government organs, and recommendations will be made for legislation to regulate the activities of entrepreneurs in St. Petersburg.

Nizhny Novgorod Guild of Bakers and Confectioners
$24,987.00
Russia (Nizhny Novgorod Oblast)
To increase the efficiency of small businesses in the baking industry in Nizhny Novgorod through the relaxation of administrative barriers and the strengthening of the Nizhny Novgorod Guild of Bakers and Confectioners. The project team will develop guidelines necessary for better quality control and more efficient production methods by baking businesses. Moreover, the team will put together a Professional Activity Code, create an arbitration court and amend the Guild's Charter to reflect these changes, allowing it to become a more effective self-regulating agency. The project's implementation will be widely discussed at round tables with participation by both business people and government workers and disseminated on the Internet and in the press.

Non-Commercial Partnership of Pharmaceutical Enterprises, Partner
$23,228.00
Russia (Nizhny Novgorod Oblast)
To increase the efficiency of the Partnership of Pharmaceutical Enterprises, allowing it to become both a self-regulating organization of small businesses and a constructive forum for discussion in the Nizhny Novgorod pharmaceutical market between government, business and citizens. The project team will research the private drugstore network in the city, develop recommendations to improve applicable legislation, and discuss findings at a series of round tables and in the press. Moreover, the team will design the requirements necessary for self-regulation, amending the grantee's charter to reflect this change. This grant will not only improve the effectiveness of the partnership itself, but will improve the quality of services to drugstore customers as well.

Regional Customs Brokers Association "North - West"
$24,929.00
Russia (Saint Petersburg City, Leningrad Oblast)
To improve the environment for small business development by lowering administrative barriers in custom regulations and increasing the bargaining power of businesses in dialogue with government agencies. The project team will develop a draft program and design the guidelines for a 'guarantee' organization which will address customs brokers' liabilities to custom authorities. This organization, under the initial guidance of the project team, will be collective in nature, consisting of customs brokers throughout northwest Russia. The project results will be presented to the State Customs Committee of the Russian Federation, whose comments will allow the grantee to develop more effective self-regulation processes and to amend their charter to reflect the requirements inherent in this process.

St. Petersburg Union of Entrepreneurs
$24,995.00
Russia (Saint Petersburg City)
To increase the role of the St. Petersburg UOE and of other St. Petersburg entrepreneurs in the creation of favorable conditions for the development of SMEs in the region. A subcontracting center will be formed on the basis of the UOE to connect small and major business, and provide organizational training of fledgling and established businesses. Project completion will enable institutional development of the Union and will increase possibilities to form business contracts between small and large business, creating no less than 70 new businesses and 150 new jobs.

Tomsk Regional Organization "Women in Business"
$24,725.00
Russia (Tomsk Oblast)
To support private enterprise development, this project seeks to expand the role of the association "Women in Business," which fosters favorable conditions for small business development. During the course of the grant, the association will diversify their services and develop connections with other business groups, business support structures, and government bodies. Moreover, the association will provide consultation for business-women as well as organize training programs on business basics and taxation. The project results will be covered in the local press, at a series of round tables, and at exhibitions including the competition, "Woman Director of the Year."

Trade Union of Entrepreneurs of Tomsk Oblast
$23,916.00
Russia (Tomsk Oblast)
To increase small business development in the Tomsk region. The project will help the Tomsk Trade Union of Entrepreneurs to expand its activities into the small city of Seversk. Towards this goal, more than 200 business people from Seversk will be united into a Seversk union branch. Afterwards, the project team will help the newly established branch to develop contacts in the regional administration, as well as assist in the launching of information and consulting services to the union members.

Union of Entrepreneurs of Pestovo District
$19,185.00
Russia (Novgorod Oblast)
To increase the effectiveness of the Pestovo Union of Entrepreneurs and create a favorable environment for small business development in the Pestovo District of Novgorod Oblast. The grantee will organize seminars, round tables, and 'hot line' discussions with government workers and representatives of control agencies in order to facilitate relations between government bodies and small businesses. The project team will also participate in Public Council sessions and initiate the Committee to Overcome Administrative Barriers. The project will in turn receive wide coverage in the independent newspaper, Pestovskaya Pravada, helping the development of this important media source which currently has a 2,000 issue circulation.

Competition: The Northwest Russia Small Grants Initiative
The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Agro Nord As
$25,854.00
Russia (Yamalo-Nenets Autonomous Okrug)
To enhance the sustainability and well-being of the society in the Nenets Autonomous Okrug the project is aimed at improving the food-processing methods of reindeer meat, the major food source for the indigenous people of North through a training programme.

State Fund for Small Business Development of Murmansk Oblast
$94,241.00
Russia (Murmansk Oblast)
To increase access to capital for SME in Mirmansk region by creating a sustainable system of microcredit projects selection and assessment, and by increasing terms and amounts of micro-loans granted by Murmansk state fund for small entrepreneurship development.

1.4 Competitive Responsive Financial Sector

Foundation for Support of Mutual Finance Organizations
$35,122.00
Russia (Altai Krai, Chelyabinsk Oblast, Kamchatka Oblast, Karelian Republic, Khanty-Mansi Autonomous Okrug, Kemerovo Oblast, Lipetsk Oblast, Rostov Oblast, Saint Petersburg City, Volgograd Oblast, Samara Oblast)
To accelerate the development of the credit cooperative movement. The grantee will create a training center for more than 350 existing credit cooperatives and facilitate a series of training programs, seminars and master classes. The project team will also develop a unified system of operating standards for credit cooperatives and try to introduce these standards into action. Overall, this program will strengthen the credit cooperatives as reliable sources of finance for small business people.

Garant Rural Credit Cooperative
$32,107.00
Russia (Saratov Oblast)
To strengthen rural credit cooperatives in the region by creating a guarantee fund. The grantee will study best practices, conduct a series of seminars for rural credit coops and publish promotional brochures. Outside experts involved in the project will help the team develop regional standards and criteria for the smooth operation of the guarantee fund. This will stabilize the environment for coops in the region, increase the trust of their shareholders and make them more attractive in the banking sector.

Gramen Consumer Credit Union
$14,843.00
Russia (Saratov Oblast)
To provide access to affordable finance for farmers in the Marx Rural District of the Saratov Oblast.
The grantee will conduct a series of training seminars, on-site consultations and information campaigns. Some 200 small loans will be given to farmers in order to shore up their short-term financial resources. The grantee's efforts will accompany the extension service operation program implemented by the Saratov State Agrarian University in the district.

Irkutsk Oblast Fund for Small Business Support
$34,220.00
Russia (Irkutsk Oblast)
To strengthen small business development in Irkutsk. The grantee will conduct a needs assessment of the existing micro credit structure and, based upon the results, will develop new credit products for their clients and train their personnel in loan portfolio management. Over 200 small business people will benefit directly from the project's seminars, mass media coverage, publications, and Internet site. The grantee will also liaise with the Voronezh and Abakan Foundations for Small Business Support, which have been successfully implementing microfinance programs in their regions for more than three years.

Sodruzhestvo Volgograd Oblast Rural Credit Cooperative
$29,892.00
Russia (Volgograd Oblast)
To further promote the existing rural credit co-op network in the Volgograd Oblast. The project aims to help rural credit co-ops actively expand their clientele, meeting the short-term financing needs of SMEs, by improving business practices. The grantee will develop guidelines for taking savings and extending loans, assist co-ops in setting interest rates on various types of loans, and conduct a series of seminars for 33 credit co-ops in the Oblast. The results and best practices will be presented at a conference of coops from 10 other Russian regions and published in the nationwide Rural Credit Magazine.

Stimulus Rural Credit Cooperative
$18,176.00
Russia
To improve the work of rural credit cooperatives. The grantee will develop and test an additional accounting program module to augment the general accounting program used by a number of rural credit cooperatives in Russia. Currently, special software for rural credit co-ops doesn't exist, and employees do much of their accounting work by hand. This new module will greatly simplify the loan and taxation accounting process for credit cooperatives. Based upon the project results, the Russian Foundation for Development of Rural Credit Cooperatives will recommend this module to its members.

2.1 Citizen Political/Economic Participation

Amur Oblast Public Organization "Press-Club"
$24,423.00
Russia (Amur Oblast)
To promote a more open and objective media by strengthening journalists' knowledge of their rights. The grantee will make journalists aware of general legal guidelines, monitor any violations of their rights, and educate them in the principles of legal advocacy. Professional discussions and distribution of a newsletter "Defending the journalists's professional reputation" will form a framework for dialogue between the media and the government, decrease the number of lawsuits against journalists, and inspire more articles on socially important issues.

Amur Regional Branch of Youth Lawyers Union
$34,965.00
Russia (Amur Oblast)
To involve the public and private sector in strengthening a weak business development environment. Opinion polls, public discussions, consultations on tax issues and economic rights

protection will encourage governing bodies and the business community to develop legal regulations in support of private enterprise, leasing development, and simplification of tax procedures. A follow-up creation of a Small Business Council under the Amur Oblast Governor, as well as the adoption of new legal documents, will broaden the entrepreneurs' opportunities to influence policies related to their activities.

Art-Video, Ltd.
$34,957.00
Russia (Amur Oblast)
To inspire greater interest in social issues by radio and TV broadcasters in the region. Media experts from Moscow, Nizhny Novgorod, Veliky Novgorod, and Birobidjan will conduct intensive training to enhance the professional skills of local journalists in creating socially-oriented programs and to develop initiatives with non-profits. Project events such as round tables, a mass media competition and festival, and a regional conference, will help to heighten interest by journalists and the general public in community problems and to inspire more TV and radio programs on social issues.

Asia-Pacific School
$20,145.00
Russia (Primorsky Krai)
To introduce the concept of socially active schools to Russia's Far East Maritime province. The success of the socially active school in Krasnoyarsk and Southern Russia will be expanded to teachers, administrators, and parents in ten selected secondary schools in and around Vladivostok. This project will include not only formal training and instruction for these groups, but the testing of a model intended to attract more resources to solve community problems. Results of this pilot program will be presented and discussed at a regional conference.

ATF, Cadre Center of Social Engineering
$8,052.00
Russia (Bashkortostan Republic, Orenburg Oblast, Perm Oblast, Sverdlovsk Oblast)
To improve human-resources policy in education by raising the skill level of educational administrators. The grantee will provide training, consulting and guidance to 60 school teachers and directors. Project participants will also learn methods for getting schools and colleges involved in community issues. Finally, four clubs of school administrators will be formed in the regions of the Volga Federal District.

Biodiversity Conservation Center
$12,104.00
Russia (Moscow City)
To support philanthropy development in Russia and provide the third sector with information on western and Russian grant-making organizations by publishing a book entitled How to Ask for Money. This third edition will include information on existing donors and their current strategic priorities, as well as current proposal requirements. 20,000 copies will be distributed among the main grant-making organizations and Russian NGO resource centers. Previous editions of the book, also supported by the Eurasia Foundation, were enthusiastically received and widely used in the NGO community.

Center - Museum Named after Valentin Kolumbe
$6,660.00
Russia (Bashkortostan Republic, Chuvash Republic, Mordovia Republic, Moscow City, Nizhny Novgorod Oblast, Republic of Mari-El, Saratov Oblast, Tatarstan Republic, Udmurt Republic)
To improve access to information by facilitating the use of information technologies by cultural institutions. The Valentin Columb Museum, named for a well-known Mari poet, will publish its namesake's literary works on an Internet site, as well as digitized versions of museum exhibits. The project will contribute to the revival of Finno-Ugric ethno-cultural heritage.

Center for Strategic Planning of Saratov Oblast
$34,701.00
Russia (Saratov Oblast)
To increase the effectiveness of municipal government in the Saratov oblast by introducing strategic planning methods. Community resources will be pooled to solve problems, creating a debate on planning initiatives between local government, businesses, NGOs, experts, and citizens. As a result of the project, a mechanism will be developed to boost active public participation in the strategic planning and implementation.

Center of Development and Innovations
$9,499.31
Russia
To foster civic participation by promoting trusteeship in the educational institutions of the Volga Federal District. The Center for Development and Innovation will conduct several seminars for secondary schools that have been designated as "federal experimental platforms". Other stakeholders, including businessmen, government officials and parents, will also participate in order to foster better understanding of the role of the new boards of trustees. As a result of the seminars, the grantee will publish a hand-book, draft amendments to relevant laws, and develop a PR-strategy for the concept of trusteeship in Privolzhsky Okrug.

Charitable Processing Center
$34,404.00
Russia
To promote indigenous support for community problem-solving initiatives by introducing a new Internet-based fundraising mechanism. The grantee will establish a non-profit processing center that will support charitable giving via Internet payment systems such as CyberPlat and, possibly, WebMoney and PayCash. The grantee will explore e-charity opportunities and conduct two experimental fundraising campaigns for partner NGOs. The results of the project will be used to adjust the center's plans, with an eye to improving effectiveness, attracting new clients, and establishing partnerships with advanced Internet projects, including e-shops and on-line banking systems.

Chita Regional Center for Public Initiatives Support
$31,013.00
Russia (Chita Oblast)
To stimulate the creation of statutory provisions for public participation in discussions and solutions to the city's problems. Building upon a previous grant, the implementer will conduct a City Forum and a series of public budget meetings to incorporate amendments proposed by citizens into drafts of the city social and economic development program and the 2004 budget. These amendments will then be presented to the city council (duma) and administration officials. The adoption of new legal regulations is expected to make public budget hearings a regular practice.

Civil Union, Penza Regional Public Charitable Foundation
$32,428.00
Russia (Penza Oblast)
To support the NGO sector and boost civic initiatives by implementing an NGO development mechanism. The project will train 28 trainers from 14 NGOs and publicize its goals to local business, media, NGOs, government bodies and citizens at large through publications, leaflets, PR events, and a final report. The grant will create an effective, permanent mechanism to support the development of local NGOs with participation from all sectors of society, while increasing financial support for NGOs from local businesses and government agencies.

Committee of Residential Self-Government, Micro-district Mestechko Avdotieno, Ivanovo
$20,139.00
Russia (Ivanovo Oblast)
To break monopolies in the housing and communal services sector in the city of Ivanovo and catalyze the development of private enterprise in the sector. To promote the creation of homeowners- associations and increase civic awareness about varying forms of local self-governance, the Residential Self-Government Committee will conduct a large-scale educational drive for local inhabitants, lawmakers and administrators. With assistance from Moscow-based experts, the grantee will elaborate a new methodology for calculating economically efficient tariffs for housing and communal services. Based on those results, new standards will be designed and submitted to the local Duma. Passage of those standards into law, together with the educational campaign, should spur both increased civic involvement in community management and more efficient local governance.

Community Foundation Tyumen
$99,973.00
Russia (Tyumen Oblast)
To support the institutional development and program activities of the Tyumen Community Foundation. Organizational and financial management will be made more efficient, the grant-making strategy will be re-tailored to the needs of the local community, new donors will be recruited, new small-grant competitions will be designed and implemented, the Foundation's public image will be promoted and conditions for developing community-based philanthropy will be improved.

Constellation-2000, Saratov Regional Public Fund
$34,988.00
Russia (Saratov Oblast)
To improve the effectiveness of social projects financed by local governments, community foundations, and various donor organizations through the introduction of professional evaluation of projects. The grantee will develop methods to appraise donor values and missions, form a regional expert group and train them in evaluation methods. The trainees will conduct evaluations of 40 social projects in six cities. The grant will educate four trainers who will continue seminars for evaluators. The grantee will also distribute the trainees contact information to foundations and municipalities, evaluate the result of the training program, and develop recommendations to improve it in the future.

Consumer Cooperative, International Resources
$21,100.00
Russia (Moscow City)
To promote corporate philanthropy in Russia through a series of informational events. The grantee will conduct a survey of the business communities' attitudes about charitable activities in three regions , draft recommendations and PR-strategies for businesses involved in corporate philanthropy, and run several roundtables to discuss how corporate philanthropy can raise regional credit ratings. Based on the results of the project, the grantee will send proposals to national legislative bodies related to eliminating barriers to corporate philanthropy.

DANKO Vladimir Regional Public Organization
$34,956.00
Russia (Vladimir Oblast)
To improve the state support for delivering social services provided by non-governmental organizations. Danko Public Organization will develop a draft legal act on social contracts (sotszakaz), which will be placed for consideration in the city legislative assembly. The organizational structure for the tenders for social contracts will be establish, including procedures of bidding, requirements to the quality of services, profiles of participants, documentation of formal acceptance when the contract is completed. The grantee will run several workshops for the members of the city administration and potential bidding participants. The first model tender will be run. The grantee will monitor how the contracts are realized, and will analyze the results together with other municipal officials.

Department of Culture of Administration of Yurlinsk District
$3,340.00
Russia (Perm Oblast)
To contribute to community development through the social rehabilitation of neglected children. The Urla Children's Library will run a series of educational and cultural events aimed at stimulating children's personal development. Some 40 orphans and nearly 20 behaviorally challenged children will attend lessons and discussions on art, ecology, health, literature and computer technologies. The grantee will also hold series of exhibitions and competitions to promote self-realization. In addition, special sessions with psychologists and medical specialists will be conducted at the library.

DIDAKT Gymnasium
$13,768.00
Russia (Penza Oblast)
To improve the quality of secondary-school education through the incorporation of information technologies in curricula. The Didakt College in Penza will train pupils from several secondary schools in the Volga Federal District in computer and Internet literacy. The trainees will then develop joint Internet projects on ecology, culture and other topics and implement them independently.

Dubna International University of Nature, Society and Man
$19,000.00
Russia (Moscow Oblast)
The project is aimed to provide ecological analytic information to population and the city administration in Dubna. The project team will study existing resources on ecological data in Moscow region and create a unified database containing information on different ecological variable. It will also create an interactive web site that will provide local inhabitants and the city administration with an opportunity to receive updated ecological information relevant to their

needs and interests. These activities will create a more nurturing environment for local community in Dubna and increase effectiveness of decision-making on ecological matters in the city administration.

European Roma Rights Center
$26,080.00
Russia
To improve ethnic tolerance in the regions with large Roma communities by supporting the development of Roma NGOs in Russia. Under the project, activists from 15 Roma NGOs will be trained in human rights monitoring techniques and the use of political advocacy and participation.

Far Eastern Legal Resources
$34,998.00
Russia (Khabarovsk Krai)
To improve interaction between local authorities and non-profit organizations in addressing the problems of homeless youth and neglected children. The project team will introduce this new model through a public discussion of new regulations developed for the Khabarovsk City Administration. The pilot project will be launched and monitored at public institutions for neglected children in two districts of the city. Plans are to replicate this experience in the regional districts as well, which will lead to a decrease in the number of homeless children in the region.

Firn Club
$34,994.00
Russia (Buryat Republic)
To introduce a systematic approach to solving social problems by raising the level of professionalism of youth volunteers in the region. The grantee will train young leaders in project management by organizing two "volunteerism schools" and assisting the trainees in implementing their social projects. These activities, as well as the creation of a Good Will Corps at one of the local universities, will attract more young people and local resources to socially important activities.

For Civil Society Foundation
$42,352.00
Russia
To increase the effectiveness of human rights organizations by refocusing their activities on a strategy oriented toward today's challenging environment. The grantee will evaluate some 400 human rights projects undertaken in the past six to eight years in order to identify successful models. Based on that research, three workshops, focusing on strategic planning issues, will be conducted in the Far East, Siberia and central Russia for the most developed organizations. In addition, a network of organizations promoting economic and social rights will develop and implement action and fundraising plans. As a result, human rights organizations will establish new modes of interaction with local government, strengthen their coalition-building abilities, and develop new ideas for attracting citizens - and especially youth - to the human rights movement.

Fulcrum Foundation for Support of Civil Society and Human Rights
$30,327.00
Russia
To increase effectiveness and financial sustainability of civil society NGOs in the Ural region and Penza oblast by teaching them how to work together and consolidate their efforts in pursuit of common goals. epresentatives of 25-30 regional NGOs will be trained on organizational and financial aspects of coalition work, conflict resolution, and team building. Applying their new

theoretical knowledge, training participants will design and implement cross-sector partnership projects aimed at solving socially important issues that affect their communities. The project team will analyze partnerships' work, develop methodological partnership guidelines, and distribute these guidelines to the NGO community. This grant will provide regional NGOs with an effective model of cooperation to help them work more effectively and provide better services for their clients.

Image, Amur Oblast Public Organization
$29,864.00
Russia (Amur Oblast)
To encourage bright young educated people to stay in the region by improving their chances of finding good jobs. The grantee will initiate a round table, training for educational specialists, and a regional conference with the participation of experts from Siberia and the Russian Far East territories. These events will stimulate the creation of several graduate career centers at educational establishments. The training and consultations students receive will help them to develop career skills and will in general increase the number of job placements for graduates.

INDEM Foundation
$34,965.00
Russia
To increase the accountability of Russian legislators by supporting a nationwide Internet-based public oversight network. Monitoring efforts will follow two vectors: (1) groups of local activists and NGOs will collect information on deputies' performance in the electoral districts; and (2) in Moscow, the INDEM Foundation will monitor and analyze deputies' voting behavior and the bills they propose. All monitoring reports will be posted on the Internet in a moderated environment. With the assistance of the VOICE Association, participants - including non-governmental organizations and individual civic activists - will be trained in monitoring techniques through hands-on seminars.

Information Systems and Communications
$34,748.00
Russia
To provide legal and financial support to small and medium-sized independent television production companies for the development of documentary projects. The grantee will analyze international best practices in syndication and co-production and work to introduce them at regional production companies in Russia. Information on funding sources will be compiled into an on-line database, which will also include samples and reviews of top documentaries produced by regional studios, as well as case studies of successful Russian co-production projects. This database is expected to become an important resource for independent filmmakers. In addition, foreign specialists will be invited to Russia to lead training programs on marketing television content, primarily documentary. The project aims to pool the information, contacts, resources and experiences of independent filmmakers throughout Russia into a joint effort to overcome shared challenges.

Institute of Nongovernment Sector
$34,922.00
Russia (Novosibirsk Oblast)
To support the development and institutionalization of territorial self-governing associations (TOSI) as part of the local self-government system. Municipal employees will be given training to improve their skills in interacting with territorial self-government associations. Members of territorial self-government associations will be trained to make their organizations more

sustainable. Successful techniques of social partnership will be published and disseminated for potential replication.

Interregional Association on Social and Economic Cooperation among Small and Medium-Sized Cities
$34,358.00
Russia
To boost the socioeconomic development of small and medium-sized cities by encouraging the growth of rural and ecological tourism. Experts will assess the potential for tourism development in 40 cities belonging to the Association, selecting three municipalities in which tourism-development plans will be devised by initiative groups representing all stakeholders, with appropriate training and guidance. Association members will then have an opportunity to review and discuss these plans, in order to replicate the resulting models and help maximize benefit to local communities. Finally, experience gained over the course of the project will be coalesced into a general concept for the development of rural and ecological tourism. The project will build improved public awareness of rural eco-tourism prospects, the growth of entrepreneurial activity and the general improvement of the socioeconomic climate in small and medium-sized cities.

Interregional Public Charity Fund "Hematology: Mercy and Support"
$3,934.00
Russia (Kirov Oblast, Nizhny Novgorod Oblast, Perm Oblast, Ryazan Oblast, Samara Oblast, Saratov Oblast, Ulyanovsk Oblast)
To improve access to medical information by creating a virtual community of hematologists and patients. The Charitable Fund Hematology: Charity and Assistance will create a web site to provide patients with consultations, relevant data and online contacts. The web site will also help improve cooperation between medical and public organization in order to make patient services more effective.

Izhevsk Gymnasium # 56
$7,000.00
Russia (Udmurt Republic)
To foster the democratization of education through self-government at schools and cooperation between students and teachers. School self-government bodies will run special events and activities aimed at improving school management. The grantee will conduct workshops for the Izhevsk school board, as well as a conference and an exhibition, in order to disseminate best practices in school self-government.

Kaliningrad Center for Civic Initiatives Support
$9,117.00
Russia (Kaliningrad Oblast)
To forge new models of cross-border cooperation. Kaliningrad is positioned to become a pioneer region in ussian-European relations. The Eurasia Foundation is launching a new target initiative aimed at developing models for cross-border cooperation between the region and neighboring countries. The current project will investigate and initiate models of cooperation between Russian and European NGOs during the Exhibition of NGO projects in Kaliningrad, financed by OSI. The project will result in the development of a program for cross-border cooperation between NGOs of Kaliningradskaya oblast and Poland, Germany and Lithuania, and publication and dissemination of a booklet highlighting cross-border projects developed as a result of the Exhibition.

Kaliningrad Fund - Resource Information and Analytical Center
$32,607.00
Russia (Kaliningrad Oblast, Samara Oblast)
To develop a citizen initiative support system in the Kaliningrad Oblast by supporting a regional community foundation. A group of activists from Kaliningrad will undergo an internship at the Toliatti Community Foundation, representatives of Kaliningrad government, business and NGOs will participate in a series of seminars and the necessary amendment to the legislation will be drafted. By the end of the project, a Community Foundation will have been registered as a new legal entity.

Khabarovsk State Academy for Economics and Law
$29,989.00
Russia (Khabarovsk Krai, Amur Oblast, Jewish Autonomous Oblast, Primorsky Krai, Sakhalin Oblast)
To develop tools to help implement a federal law designed to facilitate citizen participation in decision-making in the Russian Far East. The project team will draft model regional bills regarding public hearings, opinion polls, and an ombudsman institute for further review by regional egislatures. Targeted materials, workshops, and consultations will help local authorities and non-profit leaders implement these pilot mechanisms to broaden citizen involvement in governing their territories.

Magadan Center for Environment Protection, NGO
$31,720.00
Russia (Magadan Oblast)
To involve youth in community development by fostering volunteerism in environmental issues and projects. School and university students will participate in writing and photography competitions and in a volunteer job fair oriented towards the environment, and will receive training in project management and fundraising. The Youth Volunteerism Center will provide consultations and training resources for youthful ideas. The project will increase the number of volunteer groups in the region, and encourage stronger local support of youth community actions.

Mari El Republican Youth Library named after Kolumb
$4,659.00
Russia (Republic of Mari-El)
To boost community cohesion through the social rehabilitation of reformatory school inmates. The V. Kolumb Library will run a series of educational and cultural events designed to encourage inmates to modify their behavior. In addition, the reformatory school will receive books in order to create its own library, and inmates will receive individual consultations from lawyers, doctors and social workers.

Mari State University
$15,730.68
Russia (Chuvash Republic, Republic of Mari-El)
To contribute to community development by facilitating the social readjustment of orphans and children with limited abilities. The grantee will provide the clients with professional training sessions in computer literacy in order to help them build careers. The grantee will also interact with the orphanage and specialized school directors to share best practices and increase the use of information technologies in education.

Multimedia Complex of Actual Arts
$8,974.00
Russia (Nizhny Novgorod Oblast, Samara Oblast)
To increase cultural exchanges between regions of the Volga Federal District through the application of information technologies. The Moscow Multimedia Center, a leading Russian organization, will digitize old photographs preserved in the museums of Nizhny Novgorod and Samara. The resulting archive will be published on the Internet, as part of a specialized site devoted to the history of photography in three regions. In the future, the grantee plans to launch a nation-wide "Photo Chronicle of Russia,"based on content from the Internet site.

National Library of Chuvash Republic
$7,490.52
Russia (Chuvash Republic)
To improve access to information by making resources available to young scientists. The National Library of the Republic of Chuvashia will acquire and provide free access to electronic resources, including databases, dissertations and catalogues in various branches of science. Young scientists and students will be trained in computer literacy training and electronic research methods and will employ them in their work.

Network Initiatives Support Fund
$19,000.00
Russia (Moscow Oblast)
To help preserve intellectual capital in Dubna and prevent a further "brain drain" by building a strong and stable community of young specialists. The grantee will compile a database of all the young scientists, professionals and university graduates in Dubna, foster communication within that community and provide information on local job openings, on-line consultations and off-line training on topics including project management, business planning and information technology essential to research and development programs currently underway in the city. In addition, the project team will work closely with the local government and chamber of commerce to boost the project's impact on the local community. These activities aim to provide a new generation of scientists and professionals with the skills and resources they need to build a productive future in their home city.

NGO Volga Regional Women's Association
$28,128.00
Russia (Samara Oblast)
To stimulate volunteerism in the Samara oblast by networking volunteer centers. The project team will recruit and train volunteer center staff, including 35 managers and coordinators, who will participate in a regional volunteerism forum. In addition, the grantee will work to raise the public profile of volunteer work. The grant is expected to encourage the development of volunteer centers in other cities in the Volga region, in part by disseminating information on best practices among NGOs.

Nizhnekamsk Television and Radio Company
$7,340.00
Russia (Bashkortostan Republic, Mordovia Republic, Chuvash Republic, Nizhny Novgorod Oblast, Penza Oblast, Perm Oblast, Republic of Mari-El)
To contribute to cultural development in the Volga Federal District by increase the information exchange between twenty regional broadcast production companies. "Nizhnekamsk Television Station" will run the second festival "The Aired Culture" aimed to consolidate the efforts of regional broadcast companies in producing high-quality cultural programs. Journalists will

benefit from the Festival by participating in four training sessions that will be conducted by famous journalists and producers from nationwide channels.

Nizhny Novgorod Volunteers Service
$22,000.00
Russia (Nizhny Novgorod Oblast)
To develop the social activities of local businesses in Nizny Novgorod by informing local business structures of the advantages of cooperating with NGOs in the realization of social initiatives. A group of trained charity programs managers, recruited from economic faculties, will be formed. The project will include a series of seminars and round tables for local businesses, training for charity programs managers, and two special charity events.

Novosibirsk Mass Media Center
$34,138.00
Russia (Novosibirsk Oblast)
To increase social involvement of business companies in meeting community needs. Despite the fact that Siberian-based companies have significant practice in funding various social programs and projects, either by themselves or through intermediary agencies such as the Tyumen Community Foundation, there still lacks a more strategic approach to civic involvement. To make corporate giving more effective, the Mass-Media Center, together with the Interregional Association "Siberian Agreement," the Siberian Civic Initiatives Support Center, and the Media Union, will work with local governments to improve the general climate for corporate social investments and help local businesses to measure the effectiveness of their social investments. There will be a series of round table discussions with local officials and business representatives to discuss the regulatory environment for charitable giving and find ways to stimulate it. The grantee will also develop evaluation methods for social programs, evaluate several social programs of Siberian companies, and provide assistance to those that plan to launch new programs. The evaluation results will be available to Siberian companies and other interested agencies.

Novosibirsk State University
$26,871.00
Russia (Novosibirsk Oblast)
To increase the sophistication of university courses on Internet-based media. The grantee will draft eight textbooks for students studying Internet media and journalism, focusing on practical examples of Internet-based publications and covering a variety of topics, including streaming-video technology and Internet newspaper management. The first edition of these textbooks will be tested in courses at the Communications Department of Novosibirsk State University, after which comments from students, instructors and other professionals will be used in the drafting of further editions. Final drafts will be submitted to the Ministry of Education for approval as part of a new media curricula.

ORION TV Company
$18,169.50
Russia (Perm Oblast, Samara Oblast, Ulyanovsk Oblast)
To boost civic participation in social and economic decision-making via a pilot project for neglected children. The grantee will promote the use of foster families through a series of 30 television segments to be broadcast in the Samara, Perm and Ulyanovsk oblasts. In addition to providing assistance to those featured, the programs will encourage better coordination between state and public organizations to improve the situation of neglected youth.

Penza Secondary School # 73
$9,592.36
Russia (Penza Oblast)
To contribute to community development by facilitating the use of information technologies by the community stakeholders. The Penza School No. 73 will train pupils and adults from the neighboring districts in computer and Internet literacy. The community Internet Center will be created. The citizens will use the center for the purposes of self-education and leisure

Penza State Pedagogical University
$3,730.00
Russia (Penza Oblast)
To contribute to community development by facilitating the use of information technologies by the community stakeholders. The Penza School No. 73 will train pupils and adults from the neighboring districts in computer and Internet literacy. The community Internet Center will be created. The citizens will use the center for the purposes of self-education and leisure.

Planned Parenthood of Khabarovsk Krai
$9,583.59
Russia (Khabarovsk Krai)
To involve youth at risk in volunteer activities as a means of addressing social problems among their own peer groups. Specialists experienced in working with physically or socially-disadvantaged young people will identify leaders among these groups and train them in volunteerism principles centered around a healthy lifestyle. The social projects these youth leaders will initiate, plus a round table of NGOs, government and social institutions focused on youth volunteerism, are aimed at attracting more local resources to support community-oriented youth activities.

Practice, Training Center for Regional Television Companies Specialists
$23,330.72
Russia (Nizhny Novgorod Oblast)
To promote the exchange of best practices and effective social models in Volga Federal District. The grantee will monitor the winning projects from the Expo of Social and Cultural Projects and highlight the results in the local press. In addition, the grantee will conduct two workshops for print and electronic journalists in order to improve their social and cultural reporting skills. The results of the project will be published on the Internet, at www.praktika.ru <http://www.praktika.ru/> .

Public Charity Movement of St. Petersburg "Golden Pelican”
$14,914.00
Russia (Arkhangelsk Oblast, Murmansk Oblast, Saint Petersburg City, Leningrad Oblast)
To encourage businesses to think about social responsibility when defining their corporate strategies. The charitable movement "Golden Pelican" will conduct five roundtable discussions for St. Petersburg companies in order to introduce western best practices, increase awareness of corporate social responsibility, and analyze present conditions for corporate giving in the city. The grantee will also work with media to improve public perception of socially responsible business behavior. Information and analytical materials will be distributed among companies, NGOs, the media, and local authorities. The project is expected to increase the number of companies involved in corporate giving.

Public Movement "Togliatti - Healthy City"
$11,099.21
Russia (Samara Oblast)
To promote healthy lifestyles among schoolchildren by improving medical services at schools and preventing of drug addiction. The grantee will conduct workshops for school medical workers, teachers and parents to promote programs designed to keep schoolchildren healthy. In addition, special events will be run for children, including "Healthy Days", clubs and theatre performances. The programs will be shared with schools from four regions of the Volga Federal District.

Public Organization "Mari El Teacher"
$9,000.00
Russia (Komi Republic, Republic of Mari-El, Tatarstan Republic, Udmurt Republic, Chuvash Republic, Bashkortostan Republic, Kirov Oblast)
To improve the educational system in the Mari El Republic by fostering a multilingual approach in secondary schools. The Mari Teachers Public Organization will conduct two seminars and a conference for teachers and government officials on modern principals in the instruction native languages in multinational regions. Experts from Finland and Estonia will share best practices on the preservation of cultural diversity. Finally, a coordinating committee will be organized to push reforms in indigenous education.

Sakhalin Regional Branch of the Union of Russian Journalists
$18,381.00
Russia (Sakhalin Oblast)
To increase public oversight of local government activities by helping the media obtain more reliable information from them. In cooperation with Moscow and St. Petersburg colleagues, the grantee will organize joint legal and public relations training for journalists and for employees of press-centers. The project will include discussion of internal regulations and ethical norms for governmental press-centers, to more closely approximate the function of public relations departments.

Samara Oblast Medical Information and Analytical Center
$15,441.84
Russia (Arkhangelsk Oblast, Chuvash Republic, Samara Oblast, Udmurt Republic)
To improve access to medical information by creating a web-site for doctors and nurses. The Medical Information Center will provide clients with scientific and legal information, relevant statistical data and online contacts. The web site will help make public health services more effective.

Samara Regional Branch of All-Russia Public Organization of the Disabled
$2,290.00
Russia (Samara Oblast, Ulyanovsk Oblast)
To contribute to community development by facilitating the social readjustment of people with poor eyesight. The grantee will provide the clients with basic training sessions in computer and Internet literacy for the purposes of self-education, career building and leisure.

Samara Youth Union
$19,885.00
Russia (Orenburg Oblast, Penza Oblast, Samara Oblast, Saratov Oblast, Mordovia Republic, Ulyanovsk Oblast, Tatarstan Republic, Bashkortostan Republic)
To improve the financial sustainability of educational institutions through more effective fiscal management and the diversification of funding sources. The Samara Union of Youth will also promote models of socially active schools and school funds. The grantee will run 10 workshops in seven regions of Volga Federal District, help workshop participants to develop and implement eight fundraising projects and publish two hand-books summarizing project results.

Saransk Gymnasium #20
$9,169.03
Russia (Mordovia Republic)
To improve the level of secondary education through special programs for gifted children. The Saransk Gymnasium No. 20 will organize a series of extracurricular educational events, including themed contests, conferences, summer camps, etc. The grantee will also conduct a workshop for school directors and teachers from Saransk, Orenburg and Alatir in order to exchange best practices and program ideas.

SKAT TV Company
$20,368.00
Russia (Penza Oblast, Samara Oblast)
To promote civic participation in social and economic decision-making through televised live debates. The topical discussions between officials, legislators, experts and citizens will be broadcast in the Samara and Penza oblasts. The programs will encourage more active civic involvement in the two regions.

Southern Regional Resource Center
$2,960.00
Russia (Adyghe Republic, Karachaevo-Cherkess Republic, Krasnodar Krai, Rostov Oblast, Volgograd Oblast)
To support a project aimed at achieving sustainable development in local communities through improved management of rural and cultural commerce, including eco-tourism. The project team will analyze and collate the results of a conference and brain-storming session conducted by IREX's NGO development program. The resulting recommendations will be published in a booklet and disseminated among interested parties such as NGO resource centers, NGOs involved in community development, and other relevant experts, foundations, and other grant-making organizations.

St. Petersburg NGO Development Center
$34,969.00
Russia (Saint Petersburg City)
To promote social partnership between public organizations and local government through more effective municipal programs targeted to meet social needs. Although there currently exist various governmental and non-governmental programs to address the needs of different citizens, there is no top-down organizational system in place; there is neither the monitoring nor the evaluation of social programs on the administrative level, resulting both in overlapping services and critical gaps in care. The St-Petersburg NGO Support Center will introduce a new model called "public social expertise." The grantee will compile a working group of NGO experts, scientists, social workers, and representatives of municipal social institutions and schools. This group will gather statistics, information, expert and public opinions related to health problems

such as drug addiction and alcoholism among children and youth. After the compilation of this data, the group will analyze municipal programs and NGO programs currently in place to promote healthy living habits, and make recommendations to the city administration on how to implement the program more effectively. The project results will be described in a final brochure and will be presented to NGOs and resource centers in different cities of Russia.

State Television and Radio Broadcasting Company, Mari – El
$9,017.43
Russia (Republic of Mari-El)
To contribute to community development through a series of public-service broadcasts. Television segments devoted to the pressing social problems, including mortgage lending, homeless children, social services for residents, and services for disabled. The programs will be broadcast by the only television station in the Mari El Republic. Residents will then be given opportunities to work with local officials and experts to find possible solutions to specific issues.

The Spark, An Organization for Young People
$34,740.00
Russia (Voronezh Oblast)
To support community philanthropy through introducing methods of attracting private and corporate donations and other forms of fundraising into community schools in the South of Russia. The grantee will accumulate best techniques and train forty-eight representatives of community schools from eight regions. The trained leaders will organize twenty events designed to attract resources for solving community issues. These events will involve local businesses, citizens and local governments in charity giving. As a result, the best practices will be summarized at an interregional conference and distributed among community schools and NGOs in the South of Russia.

TV Studio, New Course
$17,573.94
Russia (Perm Oblast)
To contribute to community development by using television to prevent bigotry. The broadcast production company "New Cource" will create two television segments devoted to the cultural and ethnic traits of the various nationalities living in the Volga Federal District. The programs will be aired by regional television stations and possibly by the nationwide channel Culture. The grantee will also work to create a network of local TV-journalists capable of producing high-quality programs.

Ufa Lyceum, Sodruzhestvo
$8,203.00
Russia (Bashkortostan Republic)
To contribute to community development by facilitating the social readjustment of orphans. The grantee will provide 20 orphanage graduates with professional training sessions in computer literacy in order to help them build careers in the rural districts where they may most easily find accommodation. The grantee will also interact with the orphanage directors and municipal officials to spread the model.

Union of Journalists of Buryat Republic
$29,651.00
Russia (Buryat Republic)
To strengthen the role of the rural mass media as a conduit and shaper of local public opinion by training editors and journalists in the areas of legislation, management, advertising and

journalistic ethics. In addition to seminars, competitions among the trainees, and meetings with non-profits, the project team will issue and distribute a catalogue aimed at generating advertising revenues from businesses interested in rural districts. This multi-faceted approach will boost advertising revenues, increase the newspapers' circulation, and inspire more articles on social issues.

Vladivostok State University of Economics and Services
$24,781.00
Russia (Primorsky Krai)
To improve employment opportunities for university graduates and encourage intellectual resources to remain in the Russian Far East. The project will incorporate a new course, "Career Opportunities in Technology", into the curriculum of the university, and distribute information about this pilot course among other higher educational establishments through a seminar and a conference. This course will increase the opportunities and access to information to young specialists, and focus more attention on the need to provide more resources for developing the intellectual potential of the region.

Vladivostok Triumphal Arch, NGO
$34,956.00
Russia (Primorsky Krai)
To increase private contributions for city development by adapting tsarist-era philanthropic traditions to modern times. A series of seminars, discussions, and Internet forums will focus attention on the reconstruction of the Vladivostok Triumphal Arch, giving entrepreneurs a sense of their social mission, and providing them with ways to participate in charitable activities. The project will create a circle of local donors - business companies and citizens - and will attract finances to support other cultural and social projects.

Youth Against Drugs Public Organization
$32,743.00
Russia (Amur Oblast)
To involve citizens in their communities by broadening the role of the school as a local resource center. The Sotrudnichestvo ("Cooperation") Center of Krasnoyarsk will assist the grantee in providing consultations and training for employees of secondary schools and local authorities in Blagoveschensk, Svobodny and Tynda on how to use the community schools model. The project will also create a local team of trainers and centers for promoting this new model. By introducing this concept at several schools, implementers hope to attract more people and resources to solve community problems.

Youth PR Center "Crystal Orange"
$32,008.00
Russia (Moscow City, Tver Oblast, Voronezh Oblast)
To boost the financial stability of NGOs through more effective fundraising. Under the project, 60 students and 30 professors from the PR departments of 11 universities in Moscow, Voronezh and Tver will be trained in the specifics of NGO PR. Students will draft and implement PR projects in 40 NGOs. In addition, an Internet site will be created, with a database of students volunteering to work as PR managers in NGOs.

Zelyony Dom NGO
$31,254.00
Russia (Khabarovsk Krai)
To support the development of social partnerships in Khabarovsk between the non-profit and the private sector. Currently, neither side has the skills to work with the other for their mutual benefit. The grantee will create a training center for jointly educating non-profit and commercial organizations on project development and fundraising. Round table discussions and a number of cooperative social initiatives are expected to increase the amount of local resources available for addressing social problems in the region.

Competition: The Northwest Russia Small Grants Initiative
The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Archangelsk NGO Support Center "Garant"
$99,650.00
Russia (Arkhangelsk Oblast)
To increase the sustainability of local non-governmental organizations (NGOs) by stimulating local charitable giving. This institutional development grant will allow the grantee to strengthen its outreach capacity, and to develop and implement new public relations and fundraising strategies. The grantee expects the local business community to finance the continual growth of the Arkhangelsk NGO sector.

Initiative, Karelian Regional Fund for Self-Government Development
$32,913.00
Russia (Karelian Republic)
To enhance the transparency and responsiveness of local government by creating virtual public forums on the official government websites of the Kondopozhsky, Pryazhinsky and Prionezhsky districts of Karelia. The forums will improve communication between residents and local officials by creating a mechanism for users to submit inquiries and receive responses from city employees and by making information about the activities of local administrations more accessible to the public. A joint Internet portal will be created to facilitate more active interaction between the districts.

Kostomuksha Women Public Organization, Yaroslavna
$34,920.00
Russia (Karelian Republic)
To more effectively address unemployment among women in the northern areas of Karelia by creating a support center for women. The center will provide disadvantaged women seeking work with psychological consultations and legal advice, comprehensive training in starting up their own businesses and computer literacy courses. In addition, information on Karelian traditional crafts will be collected into database for use by women entrepreneurs seeking to attract customers among tourists and foreigners. The project's web site will cover all activities and increase public awareness of the problem. These activities will decrease unemployment among women, revive traditional national crafts and help improve the social situation in the republic.

2.2 Improved Legal Systems

Agency for Social Information
$76,730.00
Russia
To promote an enabling legal and fiscal environment for corporate philanthropy in Russia by facilitating the transfer of knowledge, skills and experience from western NGOs. The grantee, together with the Social Economy and Law (SEAL) Project of the European Foundation Centre, will translate, publish and distribute a Russian edition of the SEAL journal, and run a conference on legal and organizational problems of corporate philanthropy in Russia. The Russian publication of SEAL combined with the conference will strengthen Russian NGO efforts to advocate improved legislation on corporate philanthropy and related regulation.

European Foundation Centre
$58,644.00
Russia
To promote an enabling legal and fiscal environment for corporate philanthropy and charities in Russia by facilitating the transfer of knowledge, skills and best practices from western NGOs. The grantee, together with the Agency of Social Information, will coordinate publication of the Russian edition of the Social Economy and Law (SEAL) journal in Russian, and coordinate a conference on philanthropic legal issues in Russia. The grant will also support the creation of a related web site and linkages between western and Russian NGOs. The grant activities will strengthen Russian NGO efforts to advocate improved philanthropy-related legislation in Russia.

JSC "Consulting"
$22,365.00
Russia (Mordovia Republic)
To support private enterprise development in the region through the expanded use of mediation among small and medium-sized businesses. Through seminars, media coverage and individual meetings with entrepreneurs, the grantee will educate businessmen on the benefits of resolving commercial conflicts through mediation. The mediation center will offer consultations on specific conflicts and provide mediation services. Best practices will be summarized and distributed through bulletins to regional entrepreneurs and business support organizations in the region as well as alternative dispute resolution organizations nationwide. The grant will boost the efficiency of conflict resolution for local businesses.

Tatarstan Republic Chamber of Trade and Commerce
$29,718.00
Russia (Tatarstan Republic)
To strengthen rule of law in the business sector by introducing and promoting alternative dispute resolution. Using seminars, legal consultations and media, the grantee will educate lawyers and businessmen on the benefits of solving business conflicts through private arbitration courts and mediation. The existing private arbitration court will improve its judges' skills and procedures, conduct a show trial and resolve twenty commercial disputes. The grantee will train specialists in mediation. Acquired lessons and practices will be summarized and distributed at a final conference. Alternative dispute resolution, which includes any means of settling disputes outside of the courtroom, the most common methods employed being arbitration and mediation, will help Russian businesses avoid lengthy, expensive court battles.

2.3 More Accountable Local Government

Alfa Progressor
$34,656.00
Russia (Penza Oblast)
To increase the effectiveness of public utilities by introducing strategic planning approaches. The grantee will train municipal managers on strategic planning methods, involve local businesses and non-government organizations in formulating development strategy, and help draft a program to reform the local public utilities sector. As a result, 15 municipal officials will gain strategic planning skills, form a strategic committee, and implement changes in the public utilities sector. The grantee will summarize and disseminate best practices among other municipalities in the region.

Cultural Policy Institute
$46,610.00
Russia (Arkhangelsk Oblast, Karelian Republic, Murmansk Oblast)
To improve cooperation between cultural enterprises and local business and administration. The project is aimed at commercializing and strengthening cultural institutions by creating cooperation models between cultural enterprises and local business and administration. Project activities include adaptation and dissemination of sustainability systems of British "cultural industries," which unite and represent the interests of cultural establishments in the United Kingdom. The main function of the "cultural industries" is to help find investors for cultural projects, lobby for the establishments of cultural policy, and ensure that culture is part of the economic development equation of their regions. The project will oversee the creation of seven regional "cultural industries" in select northern Russia and Volga district cities. Sustainability and commercialization methods will be practically adapted to the Russian cultural environment and disseminated for replication elsewhere in the country.

Foundation for Local Self-Government Development
$33,741.00
Russia (Penza Oblast)
To facilitate the efficient use of municipal budget funds, this project aims to improve the delivery of social services by introducing competitive bidding for municipal housing services. The grantee will develop regulations for municipal tenders, 30 civil servants will be trained as certified tender specialists, and 12 pilot tenders will be conducted, with coverage in the media. Recommendations for increasing the role of competitive bidding for municipal services will be published and distributed. The project is expected stimulate private enterprise in the housing sector.

JAO Regional Branch of All-Russia NGO Municipal Academy
$31,892.00
Russia (Jewish Autonomous Oblast)
To take the development of territorial self-governing organs (TOS) to another level by launching a TOS "school". With the help of experts from Western Russia, the grantee will open an educational center for TOS leaders and governmental and municipal officials. Building on best practices in Birobidzhian from a previous grant, project specialists will draft legal documents regulating TOS operation and will discuss them at round tables and conference. The goal is to increase the number of TOS organizations in the region and to make them more effective.

Kaliningrad State University
$23,873.00
Russia (Kaliningrad Oblast)
To improve the effectiveness of municipal governance in the Kaliningrad oblast by providing professional training for municipal workers. Based upon a needs assessment, a specialized training program will e developed and 20 municipal workers will participate in training and receive consultations on municipal strategic planning. A web-site will be created to provide municipal workers with access to up-to-date information on municipal governance and, through an online forum, encourage horizontal liaisons and best practices exchange between municipalities. If successfully implemented, the result of the project will be the creation of a resource center for training municipal servants on the premises of the Kaliningrad State University, ensuring that skills of municipal servants continue to develop and improving the effectiveness of municipal governance in the region.

Krasnoyarsk Branch of St. Petersburg Institute of Management and Economy
$34,832.00
Russia (Krasnoyarsk Krai)
To raise effectiveness of local self-government bodies in and around Krasnoyarsk by boosting the professional qualifications of municipal employees. City employees from a number of communities will be trained in using project approaches to solve local economic and social problems. Each student will draft a project addressing a problem in his/her municipality, which will then be assessed by the examination committee and presented for legislative and executive approval. The implementation of these projects will then be monitored and evaluated.

Non-Commercial Partnership Center for Entrepreneurship Development
$35,940.00
Russia (Penza Oblast)
To stimulate civic participation in local problem-solving in the public utilities sector by creating partnerships between community organizations, businesses, and the municipal government in Penza. Neighborhood residents, local businessmen, NGO leaders, municipal officials, and journalists will create a pilot territorial self-governing organization, which will identify local problems and develop solutions. In addition, the organization will advise citizens from other neighborhoods on how to organize effective interaction with local government. Finally, the grantee will popularize territorial self-governing organizations by conducting two public seminars and publishing two articles in local newspapers.

Non-Commercial Partnership Union of Housing Owners
$33,737.00
Russia (Saratov Oblast, Mordovia Republic, Voronezh Oblast, Rostov Oblast, Penza Oblast)
To develop business opportunities for housing cooperatives in five Russian regions by increasing their ability to effectively execute commercial projects. The project will distill the experience of housing cooperatives in other regions in order to identify best practices. Fourteen housing co-op managers from the Penza, Saransk, Kuznetsk, Saratov and Voronezh regions will receive intensive training, while a further 400 representatives will participate in seminars. In addition, the grantee will provide consultations to housing cooperatives on developing business plans and will open a coordination center together with local initiative groups in the participating regions.

Northwestern Branch of Russian Scientific Center of State and Municipal Administration
$15,955.00
Russia (Pskov Oblast)
To improve strategic planning capacity of Pskov city and help the local administration balance budget spending to reflect the socio-economic needs of the region. The grant will enable the Pskov municipality to effectively implement a strategic plan for social and economic development by employing innovative financial planning techniques. The project team will conduct a needs assessment and, based on the findings, make a number of practical recommendations on balancing the city's financial resources. Project experts will provide municipal specialists with training in financial planning, and work with them to develop a viable financial strategy that will address socio-economic needs of the region. This plan will be introduced to the local legislative body for adoption into law.

Salzburg Seminar - Salzburg, Austria
$50,000.00
Russia
To improve higher education in Russia by adding a strategic planning component to the curriculum of Russian universities. The grant will allow Russian university administrators and top faculty to participate in an international conference on strategic planning, held in Salzburg, Austria. The grantee will study strategic planning programs of international universities and evaluate their potential for helping to modernize Russia's higher education system. Following the conference, participants will conduct open debates, analyses, and discussion of the university's strategic planning experience, and training for university administrators in ten Russian regions. The participation of university rectors and leading faculty will help to strengthen their professional communities, as well as the Russian system of higher education. It will also lead to the strengthening of long-term social partnerships between representatives of education, administration, and business sectors both in Russia and internationally.

Siberian Academy of State Service
$46,357.00
Russia (Novosibirsk Oblast)
To boost the effectiveness of state and municipal government by introducing program evaluation techniques. A group of trainers will be instructed on program evaluation methods, which they will then impart to two pilot groups of evaluators. In turn, these evaluators will review 10 social programs and submit recommendations to relevant authorities on how to increase their effectiveness. A framework law regulating the use of evaluation in the development and implementation of social programs will be drafted, publicly debated and submitted for review to relevant legislatures. It is expected that the broader use of evaluation techniques will help save budget funds and boost the effectiveness of social programs.

Smolensk City Administration
32,133.00
Russia (Smolensk Oblast)
To promote more effective and open municipal government in Smolensk through the use of Internet technologies. An official Smolensk city government website will be created, containing informational resources for the general public, including an electronic map of the city with its outskirts, and various databases on the land use, housing construction and industrial engineering issues as well as all relevant laws and regulations. City officials will be trained in working with the geo-information system and will update it regularly. A public Internet access center will be opened, to give residents and small businesses access to the new website. The project will contribute to the development of the Federal Electronic Russia Program on the municipal level.

Competition: The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Archangelsk City Administration
$34,835.00
Russia (Arkhangelsk Oblast)
To facilitate more effective utilization of public funds through municipal bidding. Municipal legislation regulating all aspects of the municipal bidding process will be amended to fit the federal law. New software applications will be developed to automate the municipal bidding process and raise its effectiveness. Employees of municipal departments eligible to place orders, as well as representatives of private and public bidders will be trained to use the new legislation and software. The number of municipal competitions will be increased from two to 10 per year.

Nenets Regional Public Fund, Sotrudnichestvo
$31,543.00
Russia (Nenets Autonomous Okrug)
To improve community access to social services by supplying medical personnel to regional hospitals through the creation of a nursing school. Professors will commute to Naryan Mar from the Arkhangelsk Medical College on monthly shifts in order to train nurses in the region. The project is co-funded by the local administration, which will cover the professors salaries, transportation and housing costs, while the Eurasia Foundation funds the projects primary infrastructure costs.

Petrozavodsk State University
$30,977.00
Russia
To increase transparency in financial policy-making and in the use of public funds at the local level in the Northern-Western Federal District. An Internet-based resource will be created, containing budget data of 240 municipalities in the North-West region of Russia, and providing the general public, NGO activists and local officials with special tools to help analyze statistical data. Users will also benefit from an interactive information service and on-line consultations provided by a team of municipal budget experts. In addition, about 80 municipal officers and NGO activists will receive comprehensive training on applied budget analysis and budget monitoring techniques. Successful realization of project will lay the groundwork for creating the first unified information system of local-level budget monitoring in Russia.

Tajikistan

1.2 Fiscal Policies & Management Practices

Center for Social and Economic Education and Development
$27,477.00
Tajikistan (Khatlon Oblast)
To increase the effectiveness of local government in two economically depressed areas in a region adjacent to the Afghan border. The grantee will assist government officials in designing and implementing more effective planning methodology with specialized training, planning materials, and a conference.

NGO "Zan va Zamin"
$14,235.00
Tajikistan (Dushanbe City)
To support reform of housing sector management. Working with a grantee from neighboring Uzbekistan, this NGO will adapt the experience of a housing reform effort that led to a new law on apartment owners' associations a few years ago. They will research the economic conditions of the housing sector and current legislation before drafting recommendations on new forms of homeowner selfgovernance and housing services such as condominiums or apartment owners associations.

NGO Oshtii Mill
$13,007.00
Tajikistan (Dushanbe City)
To increase the effectiveness and responsiveness of local government. Over 60 local administration officials will be trained in social and economic aspects of regional management--their first training in many years. A former grantee will do the training and monitor the results as the lessons are applied in this provincial town.

1.3 Private Enterprise Development

Agency for Strategic Research and Planning
$2,978.00
Tajikistan (Dushanbe City)
To support mechanisms to create sustainable commercial, farmers' cooperatives, and thus, develop the agribusiness sector. With this exploratory project, analysis and research into the challenges of post-privatization farming will lead to recommendations regarding the viability of producer cooperates as means to improved farm production and increased incomes. If promising, follow up support to the region's first co-ops is likely.

Association of Accountants and Auditors of Tajikistan
$18,387.00
Tajikistan
To develop and improve administration of the country's tax system. There will be retraining programs for university teachers, new and up-to-date databases, and a new Tajik language textbook to address taxation in theory and in practice. This program will help teachers and officials of the tax office design improvements in the tax system and broaden their knowledge of tax law and citizen's rights.

Association of Productive and Art Enterprises Milal-Inter
$15,635.00
Tajikistan (Khatlon Oblast, Gorno-Badakhshan Autonomous Oblast)
To support increased employment in eastern Tajikistan, this project will provide extensive training to 250 owners and managers of privatized businesses. The 35 hour course, "Foundations of Successful Entrepreneurship", will be presented in the fairly remote area of Gorno-Badakshan, an area development and information services do not often reach, and cover a wide range of management issues tailored to the needs of this region's agribusinesses.

Biosphera Association
$9,954.00
Tajikistan
To improve health care through improved management. The financial crisis in health care is beyond imagination, so this series of seminars and roundtables is intended to help clinic and hospital managers learn to find sources other than the state budget to generate revenue. This is one of the needed first steps in the development of private medical services.

International Foundation of Tajik Artisans "Khaft Paykar"
$20,017.00
Tajikistan (Dushanbe City)
To support an advocacy campaign to give the crafts sector commercial legal status. The grantee will draft and advocate legislation which will incorporate "artisan" in the government classification of professions. This in turn will allow artisans to protect their intellectual property, apply for pensions and basic disability insurance, and pave the way for crafts-related professional education programs at state schools. This grant will also advocate the creation of an artisan chamber of commerce, which will establish quality standards, issue export certification and regulate the sector.

NGO Mehrubon
$2,801.00
Tajikistan (Dushanbe City)
To support the expansion of consulting services to assist very poor farmers. A prior grantee will train and mentor personnel at this organization, and they will provide agrobusiness consulting services to over 240 farmers.

NGO Sapeda
$15,210.00
Tajikistan (Khatlon Oblast)
To support nascent agricultural entities in a war-torn region along the Afghan border. This grant will prepare six trainers, who will then provide in-depth training to farmers and rural entrepreneurs on business basics, as well as consultations to help them start or expand their businesses.

NGO Women Center Malika
$17,784.00
Tajikistan (Khatlon Oblast)
To promote business education. Teachers will be trained and a library created as part of a new school of business on the site of the NGO in a very remote region near the Afghan border. This business training will help new agribusinesses in the area.

Public Association "Murgab"
$10,608.00
Tajikistan (Gorno-Badakhshan Autonomous Oblast)
To strengthen private yak farms in a remote mountain region. The grantee, located in the second highest village in the world, will send five farmers to the capital for specialized livestock management training and consultations. By linking the grantee, the only registered NGO in the Murgab region, with other NGOs and farmers, this grant will also promote NGO development in one of the country's most inaccessible regions.

Public Union on Entrepreneurship and Educational Support
$24,852.00
Tajikistan (Dushanbe City)
To increase commercial opportunities for Tajik food products by introducing food processing techniques to farmers and rural businesses. The grantee will establish a resource center and conduct specialized training for 160 farmers, and it will assist farmers in identifying sources of equipment, as well as domestic and export markets.

Women Center Imam
$18,545.00
Tajikistan (Republican Raions)
To promote private agribusiness. The project will prepare a short, practical training program on the basics of agribusiness and deliver the training to 90 unemployed rural women and conduct a roundtable on the issue of women in business in this very traditional, isolated region. The new training resources and increased dialogue should create better environment for unemployed women in commercial activities.

Competition: Ferghana Valley Development Program: Training for Farmers and Entrepreneurs

NGO Fatkh
$30,684.00
Tajikistan (Sogd Oblast)
To promote crafts as a viable small business, and as a means of bridging borders in the Ferghana Valley. This cross-border project will provide craftspeople with trainings and consultations, sponsor crafts fairs and create an electronic map of craftspeople in the valley. These activities should lead to increased sales of handicrafts.

Public Foundation "SIFE-Center"
$25,104.00
Tajikistan (Sogd Oblast)
To promote free trade and economic development in the Ferghana Valley. Three student business associations, in Kyrgyzstan, Uzbekistan and Tajikistan, will develop business plans emphasizing cross-border trade. The students will then implement the plans and enter them in competitions. This hands-on education will help prepare a new generation of businesspeople with an understanding of the benefits of and obstacles to trade.

2.1 Citizen Political/Economic Participation

Bay Area Council for Jewish Rescue & Renewal
$46,995.00
Tajikistan, Uzbekistan
To promote a climate of inter-ethnic, inter-religion trust and tolerance in one of the most volatile regions of the CIS. This grant will take advantage of previous pro-tolerance work in Tatarstan, bringing key community leaders and authorities from Tajikistan and Uzbekistan to Kazan for specialized training. This cross-border effort will expand an existing network of social change advocates and strengthen the trainees' ability to affect pro-tolerance public policy.

Bay Area Council for Jewish Rescue & Renewal
$74,238.00
Tajikistan
To promote a climate of inter-ethnic, inter-religion trust and tolerance along the Afghan border and other regions of Tajikistan. This grant will build on an earlier Climate of Trust program in Tatarstan, introducing school, police, judicial and other officials to anti-extremism, hate crime response and tolerance building methodologies. The grantee will coordinate additional training exchanges between San Francisco police and judicial communities and counterparts in Tajikistan, as well as on-site training in three regions of Tajikistan. This program will expand an existing network of social change advocates and strengthen the trainees' ability to affect pro-tolerance public policy.

Competition: Ferghana Valley Development Program: Advocacy on Consumer Rights

Public Association "Union of Consumers"
$15,497.00
Tajikistan (Sogd Oblast)
To improve consumer rights education for Ferghana Valley high school students and promote cross-border educational development. Secondary school teachers from three countries will work together to develop a regional course on basic consumer rights. One thousand two hundred students from sixty schools in Tajikistan, Kyrgyzstan, and Uzbekistan will participate in a pilot test of the program, which will culminate in a region-wide school competition. Teachers will cooperate in developing a dynamic and important new curriculum, fostering meaningful cross-border professional exchange and knowledge-sharing. The consumer rights the schoolchildren learn will be passed on to their families and communities, an urgent need for the large number of consumers crossing borders to shop in neighboring republics.

Competition: Ferghana Valley Development Program: Mass Media Development

Information -Analytical Agency "Varorud" Ltd
$16,201.00
Tajikistan (Sogd Oblast)
To strengthen cross-border media cooperation and increase the exchange of information in the Ferghana Valley. Three newspapers will jointly produce an insert in Kyrgyz, Uzbek, Tajik and Russian covering customs, water use, environmental and other issues important to the region. This grant,co-funded by the Eurasia Foundation and the British Government, is part of the Ferghana Valley Initiative.

Information-Analytical and educational Center "Nabz"
$29,144.00
Tajikistan (Sogd Oblast)
To support cross-border trade and media partnership in the Ferghana Valley. Tajikistani and Kyrgyzstani television stations will co-produce a series of shows focusing on trade and small business development, which will inform citizens and enable them to play a greater role in government trade-related decision-making. This project, co-funded by the Eurasia Foundation and the British Government, is part of the Ferghana Valley Initiative and is aimed at increasing legitimate trade and strengthening independent media in a potentially volatile region.

Tele-Radio-Advertisement Company "Tiroz" Ltd.
$28,481.00
Tajikistan (Sogd Oblast)
To improve the exchange of information and strengthen independent media in the Ferghana Valley. Radio stations from Tajikistan and Kyrgyzstan will jointly produce a public affairs program modeled after "Radio Bridge" in the Caucasus. By informing citizens about topics such as labor migration, customs regulation and water policy, this project will strengthen cross-border understanding in a conflict-prone region. This grant, co-funded by the Eurasia Foundation and the British Government, is part of the Ferghana Valley Initiative.

2.3 More Accountable Local Government

NGO "Ma'rifat"
$12,483.00
Tajikistan (Khatlon Oblast)
To increase the effectiveness and responsiveness of local government. At a new resource center, 70 officials of the regional administration will be trained in social and economic aspects of regional management-- their first training in years. A former grantee will do the training and monitor the results as the lessons are applied in this remote region.

NGO Khamroz
$21,911.00
Tajikistan (Khatlon Oblast)
To increase the effectiveness and responsiveness of local government. At a new resource center, 60 officials of the regional administration will be trained in social and economic aspects of regional management-- their first training in ten years. A former grantee will do the training and monitor the results as the lessons are applied in three border regions.

NGO Sitora
$17,249.00
Tajikistan (Republican Raions)
To develop local self government institutions. Working near the Afghan border, this project will train more than 400 representatives of local government and NGOs in the basic legal framework of local self-government and their social, economic, and financial responsibilities and mechanisms of cooperation. It is an inclusive program to activate citizen participation. This will have a positive influence on the political situation in the border region.

Turkmenistan

1.3 Private Enterprise Development

Agroplus
$11,425.00
Turkmenistan (Akhal Velayat)
To improve agribusiness management. The project will open a Farmers Resource Center where, beginning with training programs and following up with individual consultations, farmers will learn the management skills needed to strengthen farms and increase productivity.

Agzamov Jemshit
$7,557.00
Turkmenistan (Mary Velayat)
To promote the development and growth of private farms by providing access to information and resources for farmers through a new agribusiness consulting center. Beyond training, this project is intended to help farmers establish partnerships with suppliers in the NIS and abroad to introduce new agricultural methods-- particularly important because the majority of rural citizens have no access to information and an oppressive legal system hinder development of private agribusiness.

Club of Sport's Veterans
$2,955.00
Turkmenistan (Ashgabad City)
To create better conditions for small business development. Starting with roundtable discussions with successful entrepreneurs, the project will identify constraints and weaknesses of current laws and regulations that effect business. Based on the proposed solutions, follow up support is possible.

Ovezova Kurbangozel
$1,476.00
Turkmenistan (Ashgabad City)
To support mechanisms to create sustainable commercial, farmers' cooperatives, and thus, develop the agribusiness sector. With this exploratory project, 50 farmers will attend training sessions to learn about producer and processor cooperatives according to a European model. If opportunites for profitable cooperation are uncovered, follow up support for the country's first co-ops is likely.

Turkmen Agricultural Univeristy
$17,549.00
Turkmenistan (Dashkhovuz Velayat, Lebap Velayat, Mary Velayat, Akhal Velayat, Balkan Velayat)
To promote private agribusiness. The development of private farming goes slowly in this country due to a number of economic, social and legislative obstructions, but the lack of information about new farming methods and about the management of small farms as small businesses hinders progress as well. With a number of consulting and training activities, this project will provide practical support to over 100 farmers.

2.1 Citizen Political/Economic Participation

Guldjemal Ashirova
$2,270.00
Turkmenistan (Balkan Velayat)
To create dialogue between Mass Media, NGO's, and local Government. The project will collect information on the civil society environment in the country. Starting with a survey, the project will publish information on relevant issues in a local newspaper and will disseminate booklets with this information. In addition, the project will conduct a series of roundtables in eight area towns.

Ukraine

1.3 Private Enterprise Development

All-Ukrainian Public Youth Organization "Ukrainian National Union of Young Lawyers"
$12,770.00
Ukraine
To increase access to capital for entrepreneurs engaged in the tourism sector. Activities under the project include series of seminars on legal regulations for investment and mechanisms for tourism sector development. These seminars will be targeted at local authorities and business representatives from 5 oblasts of Ukraine. The project will collect and process information on prospective investment projects in targeted regions; publish an investment proposal book; and, will conduct a presentation at national and international tourism exhibitions. The program will improve the awareness of players in the tourism sector and local administrative representatives on mechanisms of attracting investment for the tourism sector and increasing professional standards.

Carpathian Region Tourist Board
$32,085.00
Ukraine (Ivano-Frankovsk Oblast)
To support accelerated development and growth of private enterprise in the tourist sector. The project will establish a Regional Tourist Information Center, which will provide customers, free of charge, with information services and print materials about the regional tourist infrastructure. The project will update a database of the regional tourist industry and develop and publish information materials for the Regional Tourist Information Center. In addition, the project will conduct seminars for the Center employees, as well as organize round tables for representatives of tourist businesses and state authorities in order to consolidate their efforts on regional tourism development. The project will strengthen the image of the Ivano-Frankivsk region as a tourist center through increased information support to the tourist industry, promoting additional tourism to improve local economic conditions.

Center for Land Reform Policy in Ukraine
$34,903.00
Ukraine
To support development of private entrepreneurship in agricultural sector. The project will conduct a national competition of journalist publications "My Land", hold a seminar for journalists and officials, produce a manual for journalists with information on responsibilities of the state information department authorized to provide information to public and other useful data for journalists, publish a digest of the best articles submitted to the competition, create a database of journalists specializing on land reform issues and media covering these issues, as well as database of publications on land issues. Project implementation will increase public awareness about principles and further development of land market, increase civil society capacity to participate in decision making process creating the open and transparent environment and establishing effective dialogue between state authorities, local governments, mass media and NGOs.

Charitable Foundation 'Renaissance Steppe'
$6,326.85
Ukraine (Kherson Oblast)
To support the creation of a favorable environment for development of tourism. The project will create a database of available tourist products as well as conduct research to identify the prospects for development of new types of tourist activities in this region. The grantees will also create and distribute a tourist catalogue and informational video materials. The project will strengthen the information and methodological base for development of tourism, increase awareness of the tourist attractiveness of the region and promote economic development.

International Charitable Organization "Center for Ukrainian Reform Education"
$5,533.00
Ukraine
To support efforts aimed at corruption prevention in the regulation of small and medium business activities. The grantee will publish and disseminate a brochure covering the most successful stories of battling corruption at the local level. In addition, a video with materials about the best models and schemes for corruption prevention will be produced and broadcast in the "Crossroads" TV program on three major TV channels. The project will be carried out in close cooperation with the activities undertaken as part of the USAID-funded Partnership for Transparent Society Program.

Rivne Chamber of Commerce and Industry
$19,402.00
Ukraine (Rovno Oblast)
To support economic growth in depressed regions through implementation of innovative development strategies at the local level. Building on lessons learned from an earlier grant that implemented the industrial cluster model in Khmelnitsky, the grantee will introduce modern methods of small and medium business development and provide consulting and training to organize industrial clusters of timber processing enterprises. The project will increase competitiveness among local small and medium businesses and reduce unemployment in the region.

Society of Intellectual Property
$28,438.00
Ukraine (Dnepropetrovsk Oblast)
To introduce an effective system for intellectual property rights protection in the region. The grantee organization will educate authors and artists about intellectual property rights protection mechanisms and disseminate information to the general public and users about intellectual property rights. The project activities will result in the development and implementation of a pilot program on intellectual property rights protection in Dnipropertovsk region to test the most effective mechanisms of protection and to share findings with other regions in Ukraine. In addition, it is expected that the program will lead to a decrease in the number and scale of distribution and use of pirated products in the region, raise demand for licensed products, increase the amount of collected and paid royalties with a special emphasis on royalties paid to Ukrainian authors. The program will help to promote court enforcement of IPR protection cases as informed right holders bring actions to protect theirrights and authors will become more interested in patenting inventions and protecting their rights as enforcement increases.

Ukrainian Association of Software Developers (UASWD)
$29,973.00
Ukraine (Kiev Oblast, Kiev City)
To support more effective management at software development enterprises and to increase the international product competitiveness by the companies in this industry. Activities under the program include establishment of a training center to teach modern methods of project management, quality management systems and standards in the production cycle and modern applied programming technologies. The grantee will also develop and introduce a number of applied study courses and organize training for specialists to deliver assessment services to Ukrainian companies in accordance with internationally recognized standards. In addition, the grantee will publish an experimental electronic bulletin on project management issues.

Ukrainian Branch of Corporation Junior Achievement International "Junior Achievement Ukraine"
$25,330.00
Ukraine (Kiev City)
To support the introduction of new economic courses in secondary school curricula. Program activities will focus on translation and adaptation of two programs to be taught in Ukrainian schools - Enterprise in Action and International Marketplace. Those programs target schoolchildren aged 12-15 and are the logical prerequisite of other courses in economics that have previously been implemented in the high school within the framework of the Junior Achievement Applied Economics Program. The project will develop the entrepreneurial skills of the students in the early stages of their education and will promote better adaptation to a market-oriented economy in adulthood.

Union To Promote Rural Green Tourism in Ukraine, Ivano-Frankivsk branch
$2,998.00
Ukraine
To support economic development through sustainable rural green tourism. The project will analyze and report on key issues of rural green tourism sector development and organize a seminar for leaders of rural tourism in Ukraine with participation by experts from the World Tourism Organization. The program will also conduct a survey among tourist agencies aimed to identify areas of cooperation with rural tourism hosts and publish an informationcatalogue on rural tourism in Carpathian region. The project will strengthen the information and methodological base for sustainable rural tourism growth, develop the professional skills of rural tourism leaders and improve sector cooperation.

2.1 Citizen Political/Economic Participation

Art Center 'Sobor"
$35,252.00
Ukraine (Sumy Oblast)
To strengthen the financial sustainability of local non-profit creative art organizations' through professional skills development in five small towns of Sumy oblast and informing citizens on local civic activities. The project will conduct a series of training seminars on financial management and managing volunteers in the non-profit sector; provide consulting on legal and accounting issues; provide technical assistance for non-profit artorganizations and develop and publish a catalogue of regional non-profit organizations. The project will enhance creative art unions' access to local media and increase public trust in civil society and civic organizations.

Center for Support of Public and Cultural Initiatives
$22,453.00
Ukraine (Dnepropetrovsk Oblast)
To strengthen local civic organizations by creating a network of information and consulting centers at local offices of the Ministry of Culture. The project will provide training for center staff; consulting and information support to regional NGOs; and, publish and distribute materials on NGO organizational and financial management issues among regional non-profit organizations. Project activities will provide local NGOs with the tools needed to better address social problems through increased access to information resources.

Dnipropetrovsk Youth Cooperation Center
$14,848.00
Ukraine (Dnepropetrovsk Oblast)
To strengthen the financial sustainability of local NGOs by conducting a management training course on the voluntary sector. The project will produce a series of training seminars, facilitate exchange of experience and practice and provide consulting for non-profit managers and civic leaders from small towns and regions. The project's implementation will increase the professionalism of NGO managers and create more favorable conditions for non-profit sector development.

Educational Initiatives Center
$21,387.00
Ukraine (Kiev City)
To better address social problems by involving citizens in joint community philanthropic activities. The grantee will develop and conduct a series of training sessions for volunteers and social workers and facilitate an NGO exchange program to share best practices and experiences through printed materials and a WEB-page culminating in a Forum of New Social Ideas 2003. Project activities will result in the establishment of an NGO coalition better equipped to implement regional social programs and projects.

Foundation for Social and Legal Defense of the Population "ROL"
$41,873.00
Ukraine
To develop new procedures that provide citizens with greater opportunities to participate in policy-making processes. The project will facilitate an open, direct discussion between parliamentarians and representatives of local civic organizations through creation of an NGO Parliamentary Club. The grantee will conduct 10 NGO Parliamentary meetings and create 5 television programs that will cover the Club's activities. The public will be informed of the Club's activities through a network of regional media broadcasting companies and a Web site. Project activities will help to reduce obstacles to development of civic organizations and increase citizen influence on local public policy formation.

Institute of Politics
$12,479.00
Ukraine
To reduce developmental obstacles for independent media through the creation of a more favorable media-related legislative environment and implementation of effective mechanisms for public participation in the law-making process. The project will deal with draft laws "On Television and Broadcasting," "On Information," "On the National Counsel on Television and Broadcasting," "On the Creation of the System of Public Television in Ukraine," "Concept of Information Policy," and "On Amending the Civil Code of Ukraine." The grantee will publish a

collection of these draft laws, provide expert evaluation of fully developed draft laws, stimulate public discussion in print and electronic media, conduct a series of public hearings, and submit recommendations to the respective parliamentary committees. All project activities will be accompanied with a wide public information campaign. The project, implemented in partnership with the Public Counsel on Freedom of Speech and Information, will help unite efforts of NGOs, thinks tanks, the media, and parliamentarians in promoting an independent media.

Institute of Social and Cultural Management
$36,072.00
Ukraine (Kirovograd Oblast)
To create an effective mechanism for citizen participation in political and economic decision-making by encouraging independent media to advocate for public policies that further democratic reform. The project will structure and develop the work of the Social Information Agency, develop an independent internet- intranet platform for journalists, publish and distribute manuals on information technologies, and conduct training seminars. Project activities will provide media professionals with the skills and resources to contribute effectively to public policy debate.

Local Self-Government Development Support Association
$7,148.00
Ukraine (Lugansk Oblast)
To support the development of territorial self-governing bodies and introduce effective mechanisms for public articipation in local level policy formation. The project will establish an information and consulting center for Territorial self-governing bodies (TSB). The grantee will deliver a number of training seminars for leaders of TSBs to increase the effectiveness of their work, and will provide regular consultation and technical assistance to support their activities. The project includes organization of several round tables to discuss and draft practical recommendations on introducing changes to normative documents that define the procedures for TSB registration, financing and reporting, as well as delegation of authority by local government structures.

Public Organization 'Charter-4'
$29,220.00
Ukraine
To facilitate citizen access to information through the promotion of press freedom and development of an independent media. The project will organize 8 regional trips of a delegation consisting of well-known journalists, lawyers and NGO representatives. The agenda will include: seminars for local journalists dedicated to the issues of ethical journalism and assistance in conflict resolution; meetings with representatives of local authorities to discuss the state of freedom of press; round tables with professors of higher education journalism departments, as well as lectures for journalism students. A conference for deans and professors of higher education will also be conducted to discuss ways of improving the system of journalism education. The project will promote journalists' ethics, support initiatives of professional solidarity and help to develop practical measures to enhance journalism education.

Public Organization 'Information and Press Center'
$12,300.80
Ukraine (Crimean Autonomous Republic)
To support independent media development through the enhancement of professional and ethical standards among journalists of non-governmental newspapers for Southern and Eastern regions of Ukraine. Leveraging on the success of the USAID funded IREX ProMedia program, the four month "Journalism School" project planned by the grantee will be organized around three months

of intensive training and will help to establish effective networking and information exchange among regional media.

Ukrainian Center for Economic and Political Studies Named After O. Razumkov
$49,269.00
Ukraine (Kiev City)
To support methodologies focused on increasing citizen participation in political and economic decision-making. The project will study operating practices of foreign think-tanks and conduct an independent analysis of the role of think-tanks in Ukraine. Recommendations regarding optimal methods of partnership between state authorities and think-tanks will be published. A round table with key Ukrainian officials, leading experts representing foreign think-tanks, and the national media will be conducted to summarize the findings and recommendations and to ensure wide coverage of think-tank issues in the national mass media. The project will increase public awareness of the think-tank role, strengthen cooperation between think-tanks and state authorities, and improve networking among Ukrainian think-tanks.

Ukrainian Newspaper Publishers Association
$34,251.00
Ukraine
To improve citiz en access to information through reduction of obstacles to independent media development. The project will monitor access of regional print media to information about state authorities activity; analyze existing legislation and prepare draft regulations and recommendations to improve laws related to access to information on activities of state authorities; conduct a seminar for publishers on access to information; establish a dialogue between publishers of non-governmental print media and representatives of state entities; and, distribute a weekly electronic newsletter "News of Ukrainian Print Media". Legal services for publishers will provide consulting in two areas: (1) access to information issues and, (2) accounting and taxation topics. The project will help to create a more favorable legislative environment for media and promote media sustainability and independence.

Competition: Ukraine AmCham Helping Hands
A corporate matching grant program established by the American Chamber of Commerce in Ukraine and the Eurasia Foundation to provide funds to local organizations that address issues facing the Ukrainian population, such as HIV/AIDS awareness and prevention.

Charitable SALUS Foundation
$3,195.00
Ukraine (Lvov Oblast)
To support efforts to prevent the spread of HIV/AIDS. The project will establish a telephone hot line and produce a series of informational materials. These activities will increase public awareness of HIV/AIDS - related issues. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations

Society for Support of HIV-Infected People
$2,680.00
Ukraine (Donetsk Oblast)
To support efforts to prevent the spread of HIV/AIDS. The project will produce an assistance program for those infected with HIV/AIDS and members of their families, employers and educators. The project activities will enhance reintegration of family members of HIV/AIDS

victims into the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations.

Ukrainian Red Cross Society, Dnipropetrovsk Oblast Organization
$2,642.00
Ukraine (Dnepropetrovsk Oblast)
To increase HIV-AIDS awareness among secondary and high schools students. The project will produce a series of lectures for school age children as well as training for local authorities and NGO leaders. Project activities will help to consolidate efforts of local government and the NGO to prevent dissemination of HIV-AIDS among young people. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations.

Competition: Ukraine NGO Resource Center Development Program
The goal of the program is to help the most promising NGO resource centers strengthen their institutional capacity to better serve an expanding and maturing nonprofit sector in Ukraine. This implementation plan is divided into two nine-month stages: assessment and planning (Stage One) and implementation (Stage Two). Stage One is designed to provide all resource centers an opportunity to identify their strengths and weaknesses and, with outside assistance, to develop strategies to address them. Stage Two incorporates a screening process to select the most promising resource centers, in which we would invest additional resources to assist them in implementing their institutional development plans.

AHALAR Resource Center
$27,930.00
Ukraine (Chernigov Oblast)
To aid the augmentation of citizen social activities in Chernihiv Oblast through the development of a volunteer movement, social partnership modeling and implementation of programs to enhance the image of the third sector in the region. The project includes establishment of a Social andPsychological Rehabilitation Center, Legal Clinic, training and summer schools for volunteers, entrepreneurs, NGOs, and local community leaders. Public awareness of the project and outcomes will be maximized by frequent liaison with media. The project will support sustainability of NGOs and their role in community development.

Charity Foundation Community Initiatives
$24,804.00
Ukraine (Kharkov Oblast)
To promote sustained, active citizen participation and NGO involvement in community development initiatives in he Kharkiv region.The project will increase public awareness of local NGO and civic organization activities in the past and present through the publication of information materials, NGO training on regional issues, local media competitions, press conferences and press releases. Development of strategic plans for community partnerships through workshops and the establishment of NGO coalitions will further enhance the strength of the NGO sector in the region.The project's activities will promote active, joint involvement by the public and NGOs and help develop cooperation among stakeholders to implement programs designed to enhance the effectiveness of community development programs.

Kirovohrad Creative Initiatives Support Center
$27,985.00
Ukraine (Kirovograd Oblast)
To support the enhancement of citizen social activity, development of social partnerships and improved communication among the third sector. This project will establish a Civic Educational International Council responsible for designing and adopting educational programs on social development in territorial communities and regions. The programs developed will be published and distributed among the target audience and will also provide methodological support for the third sector in the regions. The project will encourage strengthening the institutional capacity of the organization and enhance its role in of the third sector in Ukraine.

Volyn Resource Center
$23,174.00
Ukraine (Rovno Oblast, Khmelnitsky Oblast, Zhitomir Oblast)
To support the social activity of citizens in Rivne, Volyn, Zhytomyr, and Khmenytsk oblasts, increase the financial viability of NGOs, and enhance the positive image of the third sector in the region. The project will establish a strong training network to efficiently address regional problems. It will organize a series of trainings to provide regional authorities and local activitists in small towns with professional tools on encouraging activity of local communities and establishing a network of professional trainers. The project will assure coverage of the project in the local media, among local stakeholders, and NGOs through convention of the forum of local development, issue of the corporate Newsletter, and constant upgrade of its website.

Western Ukrainian Resource Center
$24,643.00
Ukraine (Chernovitsy Oblast, Lvov Oblast, Ivano-Frankovsk Oblast, Ternopol Oblast)
To increase citizen participation in social and economic decision-making in Ivano-Frankivsk, Lviv, Ternopil and Transcarpathian regions by implementing an innovative, inter-sectoral cooperation methodology and advance the financial sustainability of community-based civic organizations. Activities of local NGOs and public awareness will be strengthened by providing information, advisory and training support to a target group of local communities and civic organizations. The grantee will organize a competition among university students and researchers on local community development, adapt a distance learning course, and develop and implement a several e-mail groups to exchange information on community development training activities, and NGO activities in Western Ukraine. The project will strengthen the institutional capacity of the Western Ukrainian Resource Center as a resource and knowledge-based center, and reinforce its role in the local community.

2.2 Improved Legal Systems

Ukrainian Center for Economic and Political Studies Named After O. Razumkov
$18,064.00
Ukraine
To reduce obstacles to independent media development and facilitate citizen access to information. The project will analyze the status of independent mass media development in Ukraine, design recommendations regarding optimal methods to improve the situation and publish an analytical report. Findings and recommendations will be presented within the context of parliamentary hearings and round tables. The project's implementation will promote the establishment of a more favorable environment for independent mass media development.

2.3 More Accountable Local Government

Association for Support of Civil Initiatives KOVCHEG
$42,971.00
Ukraine
To create a more effective and accountable local government by developing and adopting methodologies of assessing social problems. The project will help test new methodologies and conduct a public information campaign to attract private investments into the social sphere. Project implementers will produce outdoor social advertising, create and broadcast four TV commercials and six radio spots on social investments, and will conduct an International Conference on Social Investments. Project activities will enhance the local government's performance and will create a more favorable
environment for attracting resources to implement social projects.

Charitable Foundation Civil Initiatives Center
$13,720.00
Ukraine (Transcarpathian Oblast)
To improve the transparency and accountability of local government activities in rural areas. The grantee will select and train informal leaders of local territorial communities in lobbying and advocacy techniques for communal interests. In partnership with local activists, it will also organize and conduct round tables to assess the results of local government activities. During program implementation, several public hearings will be organized with the participation of local and regional council deputies and a closing conference will summarize the results of the program. The project will lead to Icreased participation of citizens in community decision-making processes and strengthen their influence on policy formulation at the local level.

Communities Network "Energy Saving Cities"
$32,165.00
Ukraine
To improve municipal energy and fiscal management through innovative use of new financial opportunities to mprove energy services and increase energy efficiency. The project will implement a training course for 25 cities n end-use energy efficiency, municipal energy management and financing for energy efficiency retrofits. Two cities will be selected for a pilot implementation of end-use energy management systems and revolving funding on a cost-share approach. Results will be disseminated through a follow-up seminar for cities, web-site information and presentations on municipal energy management and revolving funding at various events throughout the country. The project will be implemented in partnership with the Alliance to Save Energy.

Strategic Initiatives Center
$20,768.00
Ukraine (Khmelnitsky Oblast)
To support the introduction of electronic tenders' technology at the regional level. The grantee will collect and analyze legislation related to regulating the process of procurement with public funds. A special Web-Site on electronic tenders will be developed. It will contain regularly-updated information about procurement and tenders to be carried out by the local government and budget-supported organizations. The grantee will also organize seminars and provide consultations to local government officials and businesses on their organization, implementation, and participation in public tenders. A study guide on tender organization and procedure will be published with a final brochure summarizing the results of the project implementation. The

project activities will lead to more effective and transparent procurement procedures in the local government.

Uzbekistan

1.2 Fiscal Policies & Management Practices

Training-Consulting Centre of Market Relations at the Ministry of Macroconomic and Statistics
$12,614.97
Uzbekistan
To increase effectiveness of local government through in-service training of civil servants. With economic development still a government function, there is a need for a better understanding of regional economic development as a field of study. Specialists trained by the World Bank and the United Vienna Institute will conduct a series of seminars for civil servants across the country. It is hoped that this will help regional government become more independent in economic decision making and planning.

1.3 Private Enterprise Development

Association of Surkhandarya Oblast Libraries
$32,781.00
Uzbekistan (Sukhan Darya Oblast)
To increase growth in the agri-business sector by improving the management skills of private farmers and creating a network of sustainable information centers. The Surkhandarya Oblast is 95 percent agricultural. Most farmers lack basic business management skills. Six new information and consulting centers will train owners of small farms on organizational and financial management topics so they might move from subsistence farming to small-scale commercial agriculture.

Business Women Association of Gala-assiya city of Bukhara Oblast
$9,040.00
Uzbekistan (Bukhara Region)
To reduce unemployment among women. This program will expand the association's service to its constituents and community by initiating small business training and consultations for female entrepreneurs. The project aims to offer consolation services to 800 women and should result in as many as 30 new businesses being established and 70 women becoming employed.

Business Women Association of Surkhan-Darya Oblast
$24,502.00
Uzbekistan (Sukhan Darya Oblast)
To promote economic self-sufficiency and reduce ethnic tension in a very poor region. The Afghan border areas are poor and the arrival of refugees has made conditions worse. The project will provide training for nearly 400 people and create five "initiative groups" to support new credit unions in the region. In cooperation with local government, this should become a model for an easier of establishing new financial entities and developing small businesses among vulnerable populations.

Business- Incubator of Shahrizabs
$11,823.00
Uzbekistan (Kashkadarya Oblast)
To accelerate the development and growth of private entrepreneurship. In addition to providing much needed training and consulting services in business basics and legal issues for entrepreneurs, this project will also initiate a consulting hotline for prompt, practical business advice.

Center for Legal and Social Support "Selen"
$11,244.00
Uzbekistan (Khorazm Region)
To promote the formation of small businesses. Mothers of many children will receive training in rug-making and business basics, and business consultations, with the goal of increasing employment.

Centre of Social Partnership Tashabbus
$27,582.00
Uzbekistan (Navoii Region)
To increase employment for graduates of the region's vocational training institute through small business training, consulting services and legal support.

Edition of Electronic Issues "Uzbegim dasturlari"
$16,069.00
Uzbekistan
To support the integration of the Uzbek language into commerce, higher education, and politics. This program will develop the first electronic version of an English-Uzbek-Russian dictionary and distribute it to government offices, universities, researchers, businesses, and others. Promotion of the national language is a sensitive issue, and many new words are neither widely known nor fully accepted. This project will help standardize the vocabulary as an authoritative source for years to come.

Educational-Consulting Center "Intellect-Business"
$18,468.00
Uzbekistan
To support the protection of intellectual property rights and entrepreneurship. Through a training program, textbook, a legal database, and a masters-level course at a university, this project will widen access to information on protection of intellectual property rights, increasing the number and quality of specialists on the topic, and providing support to entrepreneurs in this area. This grant represents an early step in the process of improving compliance with intellectual property rights.

Magazine Bozor, Pul va Credit
$14,806.00
Uzbekistan
To accumulate and distribute accurate information about the changing banking industry. Non-bank financial institutions such as credit unions are expanding due to recent changes in the law, but the changes are not widely understood. The grantee will conduct a round table with representatives of parliament, the Ministry of Finance, the Central Bank, international organizations, NGOs, and credit union managers and then publish a series of information bulletins to promote to a more favorable environment for non-bank financial institutions.

NGO "Women in Development"
$22,525.00
Uzbekistan (Kashkadarya Oblast)
To promote cooperation in small-scale agribusiness and rural development. Under this experimental grant, a small group of rural women on a former collective farm will be trained in raising dairy cattle, milk processing, and basic small business topics. They should sell their production to kindergartens to improve the children's nutrition while earning a profit. The experimental aspect is in learning about group dynamics in rural areas, the environment for small-scale private agricultural enterprise, and rural development options other than through donor-driven NGOs.

NGO Fukurolik tashabbusi
$32,190.00
Uzbekistan (Kashkadarya Oblast)
To promote agribusiness development by establishing an Extension Service Center. The project takes a two-pronged approach with training for farmers in management, marketing, taxation, and accounting, as well as a program to develop a mentoring system to provide consultations for farmers in agribusiness and agronomy.

Public Foundation Almaty Chamber of Crafts
$2,858.00
Kyrgyzstan (Bishkek City), Kazakhstan (Almaty City), Uzbekistan (Samarkand Region)
To promote crafts as a small-business model. Craftspeople visiting Almaty to sell their wares are vulnerable to extortion by government officials. To minimize this risk, the grantee will conduct seminars on relevant Kazakhstani laws for craftspeople in Uzbekistan and Kyrgyzstan. The grantee will also monitor and provide legal commentary for improper behavior by government officials for use in advocacy efforts.

Samarkand Business Incubator
$12,364.00
Uzbekistan (Samarkand Region)
To accelerate development and growth of small business in a remote rural region. With materials translated into the local language, the grantee will provide training for potential entrepreneurs about how to start a business. The region's first business consultants will also receive training and support.

Surkhandarya branch of Republican Universal Agriculture Commodity Exchange Ltd.
$20,257.00
Uzbekistan (Sukhan Darya Oblast)
To promote the use of free-market structures. Commodity exchanges exist but are rarely used. With training, seminars, and a series of pilot auctions, this program will encourage producers and processors to turn to the exchanges for more efficient and profitable trade. This will lead to increased volume traded, more long-term contacts, and a more stable agricultural sector.

Training Consulting Center Nodira
$21,225.00
Uzbekistan (Fergana Region)
To develop small and medium sized businesses in the Fergana Valley. A regional effort, this project will establish three information and consulting centers which will promote commerce and trade across the region. They will exchange market information on prices, availability of inputs, and supply trends through direct communication, a regional business club, and publications.

Trans Eko Private Scientific Consulting Center
$18,433.00
Uzbekistan
To design a course in corporate management for a state-run organization. This program will support the initial stages of a management reorganization in the nation's railway and road transport network as part of a case study for a new business course entitled "Corporate Management: the form and development of conditions for privatization of the economy." The grantee will develop training materials and coursework and train 125 managers. It is anticipated that this course curriculum and case study will help initiate the privatization process.

Union of Beekeepers of Fergana Oblast
$26,730.00
Uzbekistan (Fergana Region)
To support beekeeping, a growing export industry in this region, the grantee will provide its 240 members and other interested parties with training and consulting on small business management, tax legislation, and customs regulations.

Women Center Ihlos
$8,044.00
Uzbekistan (Khorazm Region)
To increase employment among women in an area suffering from 60 percent unemployment. The grantee will provide business education and consulting on how to start a business to 60 women following their graduation from the center's job-skills program. The grantee will then assist these women in turning their new sewing skills into businesses and jobs. The Center will seek to continue the program for about 100 unemployed women each year.

Competition: Ferghana Valley Development Program: Training for Farmers and Entrepreneurs

Business Women Association of Fergana Region
$18,509.00
Uzbekistan (Fergana Region), Kyrgyzstan (Jalal-Abad Oblast)
To improve trade in the Ferghana Valley. Two business associations, one from Kyrgyzstan and one from Uzbekistan, will work in tandem to help businesses find partners and address customs and legal barriers through activities such as training for entrepreneurs, consultations, and roundtables with government officials. This project is part of the Ferghana Valley Initiative. By promoting trade ties, it is aimed at increasing both private enterprise and cross-border understanding.

Center for Handicrafts Development and Artisan Rights Protection"Khamsa"
$31,017.00
Uzbekistan (Tashkent City)
To promote crafts as a viable small business, and as a means of bridging borders in the Ferghana Valley. This cross-border project will provide craftspeople with trainings and consultations, sponsor crafts fairs and create an electronic map of craftspeople in the valley. These activities should lead to increased sales of handicrafts.

Representation of SIFE in the Republic of Uzbekistan
$26,693.00
Uzbekistan (Tashkent City)
To promote free trade and economic development in the Ferghana Valley. Three student business associations, in Kyrgyzstan, Uzbekistan and Tajikistan, will develop business plans emphasizing cross-border trade. The students will then implement the plans and enter them in competitions. This hands-on education will help prepare a new generation of businesspeople with an understanding of the benefits of and obstacles to trade.

1.4 Competitive Responsive Financial Sector

Association of Pediatricians of Bukhara Oblast "Avitsenna"
$23,631.00
Uzbekistan (Bukhara Region)
To support the development of private medical service. This professional organization will gather information on business and law, prepare training manuals for the specific needs of physicians, and conduct training on how to start a new business. The group will also establish a credit union provide for their own financial needs. They have an ambitious goal of opening 25 new, for profit clinics and medical enterprises.

Credit-Informational Bureau under Uzbekistan Banking Association
$2,767.40
Uzbekistan (Tashkent City)
To investigate the current legal environment for establishing a credit information bureau responsible for the collection and exchange of information and credit histories of commercial entities. The grantee will undertake a legal analysis to determine whether a credit bureau is possible under existing laws and to offer legislative recommendations. Particular attention will be given to researching the issues of bank privacy rules and the exchange of bank information. Simultaneously, the grantee will identify demand among credit institutions and other commercial entities. If the results are positive, the grantee will plan an informational exchange system, draft the enabling legislation, and legally register the credit-information bureau.

Yakkabag Branch of Business Women Association
$13,757.00
Uzbekistan (Kashkadarya Oblast)
To improve the economic prospects in an impoverished rural area with poor communications and transportation infrastructure, this grant will support a new education and consulting center to serve unemployed women. Through training programs and consultations on legal issues related to small business development, the grantee will help women will find new opportunities to participate in the market economy.

2.1 Citizen Political/Economic Participation

Al Khorezmi Vambery International Scientific Society
$5,984.00
Uzbekistan (Khorazm Region)
Civil Society institutions are not widely spread in several regions of Khorezm oblast in Uzbekistan. Most of NGO's concentrated in 4 regions. The population of the 8 regions not aware about development opportunities, provided by civil society institutions. The project will increase awareness of the population of the 8 regions by conducting 2 day seminars introducing basic

understanding of Civil society institutions for 128 leaders. The most active leaders will be identified during introductory workshops and will prolong their education at the workshops to obtain deeper knowledge and skills in NGO leadership. It is assumed that the project activity will give a push for establishing new NGO's in the named regions and development of civil society institutions.

Association of Doctors - Volunteers "Revival"
Uzbekistan (Navoii Region)
To protect patients' rights. In a highly innovative program, this project will create a mechanism to monitor cases of malpractice in the oblast, and there will be much-needed legal consultations for the victims of inappropriate treatment by health care workers. Through the new center, information about mistreatment and abuse will be broadly disseminated in the media and increase people's awareness of their rights.

Bay Area Council for Jewish Rescue & Renewal
$46,995.00
Tajikistan, Uzbekistan
To promote a climate of inter-ethnic, inter-religion trust and tolerance in one of the most volatile regions of the CIS. This grant will take advantage of previous pro-tolerance work in Tatarstan, bringing key community leaders and authorities from Tajikistan and Uzbekistan to Kazan for specialized training. This cross-border effort will expand an existing network of social change advocates and strengthen the trainees' ability to affect pro-tolerance public policy.

Center for Supporting of Civic Initiatives Tarakkiyet
$18,319.00
Uzbekistan (Sukhan Darya Oblast)
To broaden public dialogue on civil society issues. This project will provide training for 120 neighborhood leaders and 30 journalists, establish an information exchange center, and begin production and broadcast of a monthly TV show to increase the role of the traditional maxalla in contemporary society. This should strengthen support for non-governmental organizations and improve local government responsiveness.

Center of Informational and Socio-Marketing Research
$34,332.00
Uzbekistan (Fergana Region)
To improve the quality of development projects, a nationwide network of evaluators will be created. After receiving training, the participants will evaluate a variety of non-commercial projects. An oversight board will be established to monitor the work of network members. Increased evaluation capacity should help both local and international organizations to better understand and improve their work.

Congregation of Galaba Makhalla's Inhabitants
$10,925.00
Uzbekistan (Sukhan Darya Oblast)
To support community level development activities. This is a test of neighborhood organizations as the instruments of change. In a pilot program supported by a prior grant a community team identified their most pressing problems through an open, public process. In this program, they plan a series of workshops to continue open dialogue and community action on a broad range of local issues. This could be a model of a new role for the traditional maxalla in the development of civil society.

Djizak Oblast Library
$12,036.00
Uzbekistan (Jizzakh Region)
To increase citizen involvement in local government decision making. The project will conduct a series of four seminars on the role of third sector institutions in society. With makhalla leaders and committee members, NGOs, businessmen, and government officials participating, the resulting action plans should form the basis of a new social partnership.

Newspaper Kashkadarya, Newspaper Kashkadaryo
$18,062.00
Uzbekistan (Kashkadarya Oblast)
To increase the legal literacy of local businessmen by creating a new business section in the city's main newspaper. The grant will provide business reporting training to local journalists, along with consultations for business leaders for working with the media.

Public Fund "Tashkent Resource Center"
$19,390.00
Uzbekistan (Tashkent City)
To help rebuild education in the humanities. This project will create a new course "Basic Social Work" in the high school curriculum, prepare a new textbook, and conduct pilot courses in at universities in Tashkent and Fergana. This will increase the professional level of new social workers and build capacity to provide support to at-risk segments of the population such as pensioners and children of broken homes.

Tashkent Public Education Center
$22,452.00
Uzbekistan (Tashkent Oblast, Tashkent City)
To increase journalists' awareness of civil society issues and to strengthen collaboration between NGOs and the media. Leaders of NGOs and journalists will participate in a series of workshops, discuss key social problems, and devise methods of cooperative solutions in a "master-class" for a new generation of journalists.

Competition: Ferghana Valley Development Program: Advocacy on Consumer Rights

Namangan Branch of Consumers' Rights Protection Society
$13,182.00
Uzbekistan (Namangan Region)
To improve consumer rights education for Ferghana Valley high school students and promote cross-border educational development. Secondary school teachers from three countries will work together to develop a regional course on basic consumer rights. One thousand two hundred students from sixty schools in Tajikistan, Kyrgyzstan, and Uzbekistan will participate in a pilot test of the program, which will culminate in a region-wide school competition. Teachers will cooperate in developing a dynamic and important new curriculum, fostering meaningful cross-border professional exchange and knowledge-sharing. The consumer rights the schoolchildren learn will be passed on to their families and communities, an urgent need for the large number of consumers crossing borders to shop in neighboring republics.

Competition: Ferghana Valley Development Program: Mass Media Development

Newspaper Ikbol
$26,409.00
Uzbekistan (Andijan Region)
To strengthen cross-border media cooperation and increase the exchange of information in the Ferghana
Valley. Three newspapers will jointly produce an insert in Kyrgyz, Uzbek, Tajik and Russian covering
customs, water use, environmental and other issues important to the region. This grant,co-funded by the Eurasia Foundation and the British Government, is part of the Ferghana Valley Initiative.

2.2 Improved Legal Systems

Competition: Ferghana Valley Development Program: Advocacy on Consumer Rights

Public Association "Legal clinic"
$13,552.00
Uzbekistan (Andijan Region)
To support the protection of students' rights and create useful student linkages in Ferghana Valley universities. Through research into common problems and consultations with students and universities, the partner organizations will help students from Uzbekistan and Kyrgyzstan work together as they engage university administrators in problem-solving dialogue. Cross-border linkages will allow students to devise a regional strategy for activism and standard-setting for university contracts. Student groups will study university contracts from both Uzbekistan and Kyrgyzstan to compare and learn from one another. Part of the study will be to identify any discriminatory policies against foreign students studying in each country's universities and decide on common actions to defend their rights.

2.3 More Accountable Local Government

Almalyk Mountain - Metallurgical Technical School
$6,692.00
Uzbekistan (Tashkent Oblast)
To increase the quality of legal services delivered by makhallas-local self-governmental bodies-which have a strong role in local governance but limited training. The grantee will establish a "Street Law School" and a center for conflict resolution in a pilot makhalla, conduct training in legal issues for "sheriffs", and open a hotline for legal consultations. The experience of the pilot makhalla will be replicated in the other 41 makhallas of the city.

Tashkent State Economics University
$34,650.00
Uzbekistan (Tashkent City)
To improve municipal management. Through further support to the nascent School of Public Administration, this program will provide masters-level courses in municipal management and municipal finance along with retraining programs for civil servants. There will also be analytical work on regional issues and direct consulting for selected municipalities. The coursework will be published in professional journals.

Appendix E Part 1: Economics Education & Research Consortium Impact Study - Ukraine

Bannock Consulting Ltd.

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1. Executive Summary

The Study

The Open Society Fund and the Eurasia Foundation, on behalf of the donors to Economics Education and Research Consortium (EERC), engaged Bannock Consulting to conduct an assessment of the performance of both the Ukraine and Russia programmes through summer 2003 and to comment on their prospects going forward.

Bannock's assessment team, collectively, has experience of economics capacity building programmes and networks around the world, private sector development in Russia and Ukraine and professional economics from both countries. The evaluation included a desk study of EERC project documentation, a survey of programme participants, field visits to Kiev and Moscow and interviews with a wide range of stakeholders.

The framework used in the study was Outcome Mapping, which focuses on one particular category of results: "outcomes" are defined as "changes in the behaviour of people, groups, and organizations with whom a program works directly." These outcomes, in turn, can enhance the possibility of broader development impacts, but the relationship is not assumed to be one of direct cause and effect. With Outcome Mapping, programmes identify the partners with whom they will work and then devise strategies to help equip their partners with the tools, techniques, and resources to contribute to the development process.

In the case of EERC Ukraine, the goal was to contribute to improved economic performance in Ukraine by creating a community of professional economists trained to an internationally-recognised standard. These economists were expected to influence policy by populating key government bodies and training future generations of Ukrainian economists.

Assessment of Programme Achievements to Plan

1) <u>Outcomes</u>. The overarching conclusion is that EERC Ukraine is very successful as a "delivery mechanism" for masters-level economists trained in Western techniques.

EERC Ukraine has granted 217 masters degrees since its first students entered in the autumn of 1996. About half have gone on to further graduate education in the West, the vast majority of these in strong PhD programmes in economics. For any new Masters programme, regardless of location, to have achieved this record of placements in such a short period of time is impressive.

EERC graduates fill almost all of the analyst-level positions at Western donor-funded think thanks in Kiev, further testimony that the education meets an internationally-recognised standard. An overview of the curriculum, conversations with graduates and comments from EERC professors confirm the impression of a high calibre of training.

The degree has state certification, implying a degree of local acceptance. Among those who are aware of the EERC programme, the degree seems to "brand" its graduates as bright and promising, and the affiliation with Kyiv Mohyla Academy bolsters this impression. Of the graduates in the private sector, approximately equal proportions work in financial and non-

financial businesses, and they seem to be progressing well over time in terms of levels of responsibility.

We found evidence that graduates of other institutions in Ukraine were also going on for further training abroad in economics. Nonetheless, there is certainly a feeling amongst EERC graduates and staff (including some who studied or worked previously at other institutions in Ukraine), as well as some outsiders, that the content of EERC's programme is to a large extent unique in Ukraine.

It was only in spring 2003 that the first EERC graduates completed PhDs. Two have returned to Ukraine to teach at EERC, and three or four are in discussions about teaching positions for the next academic year. Approximately 5 percent of EERC Ukraine graduates work in the public sector.

2) <u>Impact on policy.</u> EERC has succeeded to some degree in influencing policy in as much as many of the participants in engage in policy-relevant work. Initial expectations that many of its graduates would find employment in government have not been met, but largely for reasons outside of the control of EERC.

Eight EERC Ukraine graduates reported that they work in the public sector. Both with whom Bannock spoke had worked in government previously, and only one of those two was in a position to shape policy. This report includes a summary of comments from a senior member of the National Electricity Regulatory Commission of Ukraine who studied at EERC in order to be able to apply a broader understanding of the economics of regulated economies.

EERC Ukraine staff and graduates like to point out the importance of the Western-donor-funded think tanks. Certainly, some think tanks work closely with government bodies on key economic issues. One graduate, profiled in the report, worked with the National Bank of Ukraine in their work with the International Monetary Fund.

We were unable, however, to find a specific policy or set of policy areas whose evolution had been directly shaped by the influence of one or more EERC graduates. Given the age of most EERC graduates (typically mid to late 20s), and the still rigid structure of Ukraine's civil service, it was overly optimistic to expect the EERC programme to have a major impact on Ukrainian policy within only a few years of its founding, since its graduates are unlikely to have reached a sufficient level of seniority yet to have an influence on policy decisions. It is worth noting, however, that EERC graduates have had an important, but indirect effect on policy through their employment in think tanks in Kyiv. That said, there are areas where we believe EERC could do more to build the bridges between its curriculum and local perceptions of the roles of economists, and to reach out to other institutions, particularly government ministries and the policsy-makers within them.

3) <u>Sustainability.</u> EERC faces challenges in becoming a sustainable local institution while also continuing to have development impact by increasing understanding and use of Western-style or "Modern" economics. It is addressing institutional sustainability in a number of ways, but this process will be most effective if given several more years to take hold. Among the EERC Ukraine stakeholders, there is a fair degree of consensus about the vision for a sustainable programme.

Amongst the stakeholders, there is a vocal minority that questions whether it is worthwhile to provide economics training to an internationally-recognised standard. This somewhat shocking view can unfairly cloud the greater consensus amongst most government bodies with whom we met, most Kyiv Mohyla Academy staff and most representatives of other academic institutions (not to mention all EERC staff, students, administrators and teachers whom we queried) in favour of the programme's current orientation. Still, it should be recognised that acceptance of international economics is still a barrier, even in some quarters of Ukraine that one might not expect.

It is accepted that the programme should continue to sit within the structure of Kyiv Mohyla Academy. It is also agreed that within the next 3 years, the top operational management position for the programme should be a Ukrainian national. The specifics of the interface between Kyiv Mohyla Academy, its economics department and EERC are still being worked out. NaUKMA needs a certain degree of control in order to support the programme's state accreditation and use of the Academy's good name. Yet, some EERC stakeholders fear concomitant loss of control.

There is openness to the on-going experiments in other forms of financing, be it tuition charges, sponsorship by government bodies such as the National Bank of Ukraine and donations by wealthy Ukrainian individuals. Students and recent graduates seem to be the most concerned that these new forms of funding will have a negative impact on the calibre of applicants and students, the orientation of the curriculum, and the programme's reputation.

At the same time, all in-country stakeholders with whom we spoke saw an important role for continued support of core costs by Western donors. Western donors are seen to be able to make credible multi-year commitments, which EERC still seems to need as it changes its funding mix. It is also recognised that Western donors make a valuable contribution at the Board level, through their experience in institution-building, relative outsider status with regard to local politics, and their contacts for other sources of funds.

A controversial subject was the degree to which EERC should or should not build bridges between the international economic theory that it teaches and its application to the specific conditions in Ukraine, that are often far from standard theoretical assumptions. Even measures that might seem obvious to some, such as using examples from Ukraine in the basic curriculum, are not universally accepted as desirable or feasible (given the number of short-term Western professors).

A difficult question, which is also still to be resolved, is how to ensure that EERC is able to recruit teaching staff from among the few Ukrainian nationals with appropriate training. Compensation packages, benefits including support for networking outside Ukraine are being worked out on a case-by-case basis.

There are great hopes for the Research and Outreach Centre (EROC), whose World Bank funding was seen as likely but not confirmed at the time of this writing. The research component of the centre could allow the development of local case studies, provide research fellowships that would bolster compensation packages and foster projects that would bring together EERC economists with those who are active in Ukrainian economic politics.

4. Recommendations for future programme development

i) Outcome: training masters-level economists with an internationally-recognised level of qualification

Our recommendations in this area focus mostly on consolidating a remarkable success, and not taking delivery capacity for granted, especially while the institutional structure and governance are in flux and evolve. Also, given that half the programme's graduates do go on to work in the local economy, we suggest EERC take further steps to build bridges from its "island" of excellence in economics to the local economy.

Student recruitment. Broader institutional public relations to widen the circles of people who think highly of the program, and directed use of EROC to raise the profile of the ideas generated by EERC students and researchers amongst government officials.

Tuition Fees. Keep a close eye on the effect tuition fees have on the numbers of applicants and the overall perception of the program, and use clear messaging in public statements to inform of the availability of merit-based scholarships.

Admissions: Hold periodic external audits to ensure continued fairness and openness in admissions procedures

The Teaching Program: Ensure that the recruitment of instructors is through competitive selection process, open to all teachers of economics in Ukraine, well-publicised in Ukraine and amongst Ukrainians with western training. Include more Ukrainian examples and data in the curriculum and strengthen the elective course on transition economies

Internships: Continue to raise funds for these and identify new opportunities for students. Internships often lead to employment for graduates and also build links into Ukrainian society

Theses: Introduce Ukrainian advisors (in addition to Western ones) wherever possible

Program Size: Allow the program to shrink if opportunities for graduates are saturated

ii) Policy impact

The initial goal needs to be adjusted in as much as it is unrealistic to expect young EERC graduates to have an impact in the short-term on the direction of economic policy in Ukraine. Along with the measures noted above to facilitate integration of EERC graduates into Ukrainian workplaces, other ways of influencing policy need greater emphasis.

Institutional profile. As with recruitment, noted above, EERC Ukraine would benefit greatly from broadening the circle of influential people in Ukraine who know the programme and deepening their understanding of the applicability of economics, as is understood internationally.

Research and outreach centre. Without this centre, EERC is simply a teaching institution, and as such is only likely to have a very indirect impact on policy. This centre can identify and ring fence resources to more directly policy-relevant activities, such as joint research projects

with policy makers or government bodies, curriculum development and training for staff of other economics institutions in Ukraine.

Community building. Again, though the research and outreach centre, EERC has a much greater chance of fostering a more vibrant community amongst economists, by adding to the existing mix training and research opportunities, and a relatively neutral forum.

iii) Sustainability

As noted above, on a fundamental level EERC's stakeholders need a more refined shared vision of the institution they want to create. This picture will only become clear, though, as progress is made as each of the institutional development.

Governance. The transition from being a project of the Eurasia Foundation to a self-standing institution should not be under-estimated. The wide-spread confidence in the academic advisory board while understandable should not cloud a directed look at governance to make sure that the key functions are covered in a formal structure. The board needs to be able to: exercise fiduciary responsibility and oversight; provide strategic guidance; facilitate fund-raising; and uphold the high academic quality and reputation EERC has achieved.

Management: The sooner the new Ukrainian Program Director can be identified and recruited in, the better, so that a person with a long-term stake takes ownership of the evolving vision and the operational decisions that flow from it. Overlap with the Western Program Director should be seen as desirable as the transition to sustainability will require additional work above regular operations.

Integration with Kyiv Mohyla Academy: The process is best considered as one of "integration" rather than "indigenisation" or "localisation". The difference is important: the NaUKMA Graduate School and/or Economics Department should be pushed to bring the quality of its curriculum and faculty closer to the level of EERC, rather than EERC simply changing its method of operation.

Recruitment of Western-trained Ukrainian Instructors: Make the competition to teach at EERC well-publicised and prestigious, and actively recruit from existing lists of Ukrainians who have trained abroad in economics.

Funding: The key challenge is to find a sustainable balance between local and international support. In order to do this, it is important to establish a principle for the division of costs between local and foreign supporters. We suggest that local sources be responsible for meeting the costs of bringing the Programme to the level of the best Ukrainian economics masters programme, and that foreign donors bear the costs of moving from this level to an international standard. We believe this principle will provide the justification for a longer-term commitment to EERC, while continuing to give EERC the incentive to pioneer innovative approaches to local funding, from private sector sponsorship to student loan programmes.

2. Introduction

Bannock Consulting Ltd was engaged by the Eurasia Foundation to assess the impact of the activities of the Economics Education and Research Consortium (EERC) in Russia and in Ukraine.[2] The document presents our findings for the Ukraine program.

Our evaluation addressed a range of questions, but was designed to illuminate the key issues on which an assessment of EERC's impact must rest: whether the students who have graduated from the Kyiv program have been equipped with skills which they have been able to use productively in their careers in government or the private sector; and whether these skills have allowed them to make a contribution to the policy-making process in Ukraine, either through participation in policy-making within the government or contributions to discussions of these policy decisions within civil society in Ukraine. In addition, we attempted to assess whether the two programmes have helped create a sustainable community of researchers and teachers of economics in Ukraine.

In addition to our evaluation of the program's impact, which was essentially retrospective, we also examined the strategic choices facing the program over the medium term (the next three to five years). In particular, our discussions with the program's key stakeholders focused on the issue of sustainability and local ownership. We interpreted local ownership in this context to mean the participation by 'Ukrainian' economists in the teaching program, as well as the integration of the program's activities into the teaching and research activities of its host institution, the National University of Kyiv Mohyla Academy (NaUKMA).

The evaluation was carried out by a team comprising Amanda Leness, Alexsander Paskhaver and Stephen Yeo.

- *Leness* is a Bannock Associate with extensive experience managing private sector development projects in Central and Eastern Europe and the former Soviet Union, chiefly for the International Finance Corporation (IFC) and the Soros foundations. While with the IFC, she led a number of projects where training activities and policy advisory functions were successfully transitioned from full donor funding into local institutions. At the Soros foundations, her projects included grant-making to business schools, economics education for students and overseas on-the-job training for professionals from Central Europe and the former Soviet Union.
- For the past eight years, *Paskhaver* has led the Kiev Consulting Group, which advises donors and the Ukrainan government on key economic reforms in Ukraine. He has been particularly involved in privatisation, administrative reform and the development of small and medium sized enterprises. For the past twelve years he has served as an economic advisor to the President of Ukraine. Paskhaver received his undergraduate training in Economics at the Kiev University of Economics (Institut Narodogo Khozyaistva), and his doctorate from the Institute of the Economy of the Academy of Sciences of the USSR. Dr Paskhaver has extensive experience of private sector development in Ukraine, and first hand knowledge of the skills economics graduates need to have impact on this process. In addition, he brought expertise on institutional sustainability and localization.

[2] With support from the Open Society Institute.

- *Yeo* is a Principal Consultant at Bannock with extensive experience in creating and managing policy research networks. Before joining Bannock in 2002, Yeo was Chief Executive of the Centre for Economic Policy Research, the leading European research network in economics, bringing together over 700 European economists who produce applied theory and empirical work on a wide range of policy issues. In addition to his experience at CEPR, he helped establish the Trade and Industrial Policy Secretariat in South Africa, and the Southern African Trade Research Network in the SADC countries. Yeo also has extensive experience of evaluating the impact of capacity building programmes for the Ford Foundation and the International Development Research Centre in Ottawa. Yeo has extensive familiarity with economics education and training, and with the EERC Program itself, through his involvement in the initial Program design in 1995 and through subsequent studies of economics curriculum development in Ukraine.

The team carried out the assessment by means of an initial desk study based on information provided by the program secretariat, and a questionnaire distributed by email to students and alumni of the Kyiv program. The team visited Kyiv from 23 June to 1 July in order to carry out follow up interviews with the students and alumni. While in Kyiv the team also met EERC program staff; a range of business leaders and decision-makers in the public sector in Ukraine; staff from the program's host institution (NaUKMA), and other research and teaching institutes in Kyiv, as actual and potential supporters / donors of the program in Ukraine.

3. Background

In 1994 the Eurasia Foundation and the World Bank carried out an assessment of the need for economics education and research in Russia and Ukraine. The 'Needs Assessment' was completed in May 1995, and the assessment and its recommendations were used by the Eurasia Foundation, jointly with the World Bank and the Ford Foundation, as the basis for designing a program for economics education and research in Russia and Ukraine. Beginning in May 1995, the Eurasia Foundation, with support from the World Bank, embarked on an active campaign to raise financial support for this program. The Soros Foundation, the Ford Foundation, the Pew Charitable Trusts, the World Bank and the Eurasia Foundation agreed to launch the Economics Education and Research Consortium (EERC) in October 1995.

The Consortium took the decision to launch programmes in both Russia and Ukraine. Overall management of the EERC programmes in the two countries was delegated to the Eurasia Foundation as the "Donor Implementation Agency", reporting to a Board of Directors appointed by Consortium Members. The Eurasia Foundation established small secretariats in Russia and Ukraine, as well as an office in Washington to manage the overall program.

The *goal* of the Ukraine Program (over the medium to long term) was to create a sustainable local capacity for teaching and research at internationally recognized standards. This local capacity would contribute to an improved quality of decision-making in Ukraine, in both the public and private sectors. Some graduates of the teaching program would go on to further study at the doctoral level abroad, eventually returning to Ukraine to teach subsequent generations of students. Other graduates would work in the private sector, but it was envisaged that "a significant proportion of these students will work in government policy-making and teaching."

The *purpose* of the Ukraine Program (in the short term) was set out in the following terms in October 1995:

> *"to establish an internationally recognized economics graduate program at a leading academic institution. The program, which draws on the experiences of the NES in Moscow, will bring Western scholars to Ukraine to teach essential economics courses (particularly at the advanced undergraduate and Master's degree levels); enhance the skills of Ukrainian faculty; oversee research projects of advanced students; develop original teaching materials; leverage existing teaching resources available through other technical assistance programs; help establish new admission standards for the economics program; and assist in the academic management of the economics faculty at the Host Institution. The program will also include funds for the enhancement of academic and research infrastructure, such as library facilities, equipment and computer hardware and software."*

The Program aimed to achieve its goal by establishing a high quality teaching program at one institution in Ukraine, but it was expected that the Program would have a broader impact on teaching and research throughout Ukraine.

> *"by helping one indigenous institution to achieve international standards of excellence in teaching, the Program will raise teaching standards for other*

institutions in Ukraine. The institution selected under this program will be in a position to share its expertise with other faculties in Ukraine through teacher training programs."

The initial design of the Program also recognized the issue of retention and the brain drain:

> *"The Program also aims nurture a "research culture" among Ukrainian economists, by creating at the institution an environment which can offer, over the longer term, attractive career prospects for attracting researchers returning to Ukraine from long-term study abroad, including graduates of the Program itself."*

The initial program design envisaged a prominent role for the International Advisory Boards (IAB) in both Russia and Ukraine:

> *"The Board of Directors [of the donor consortium] will delegate responsibility for the management of the Consortium Program to separate International Advisory Boards for Russia and Ukraine. The International Advisory Boards will initially be comprised of five or six eminent international scholars with some experience in the NIS. Every effort should be made to bring Russian and Ukrainians into the decision making process at the level of the Advisory Boards as soon as possible. The Boards will oversee the management of each country program and will ensure the quality of the teaching and research supported by the Consortium. Each Board will have a Chair, who will be an ex-officio member of the Consortium Board …The International Advisory Boards will delegate responsibility for day to day management of the Consortium Program to Program Secretariats based in Russia and Ukraine."*

Members of the IAB for Ukraine were appointed during the spring and summer of 1996.

The National University of Kyiv Mohyla Academy (NaUKMA) was chosen in February 1996 as the host for the Ukraine program by means of a competitive selection process. During the spring of 1996 a Program Secretariat was established at NaUKMA, headed by an expatriate Program Director (Robert Campbell) who was responsible for the management of the program.

4. Program Activities, 1996-2003

In this section we review the performance of the Program since 1996, including program publicity, student selection, curriculum delivery, practical experience through internships, and student placement in jobs and graduate programmes. We also review the recruitment of teaching staff.

The Program carried out its first recruitment and selection of students during the summer of 1996, and the first students began their two-year course of studies in September 1996, graduating in June 1998. Since then, six cohorts of students have graduated.

Table 1: Enrolment in and Graduation from the EERC Program

Year of Entry	Number of Applicants	Number Accepted	Number Enrolled	Total Student Numbers (both years)	Total Graduated
1996	54	39	22	22	n/a
1997	61	42	43	63	n/a
1998	96	57	55	86	22
1999	210	60	55	99	26
2000	239	51	47	90	37
2001	169	58	56	96	38
2002	95	49	52	103	42
2003	68	45	43	89	52
TOTAL	**992**	**356**	**330**		**217**

The figures in Table 1 reveal that the size of the Program rose significantly over the first two years of operation, and has since then stabilized at around fifty new entrants per year, for a total program size of one hundred students.[3] We view this as the maximum desirable size of the Program, given the job opportunities currently available in Ukraine and the facilities now available at 10 Voloshka Street. There may even be a case for reducing student numbers: we return to this issue below.

A comparison with applications and enrolments in the New Economic School (NES) in Moscow is instructive. The figures for NES are given in **Table 2** below.

[3] There are a few minor discrepancies in the data we received and used to prepare this table. These discrepancies are discussed in more detail in [].

Table 2: Enrolment in and Graduation from the NES Program

Year of Entry	Number of Applicants	Number Admitted	Graduated
1992	87	52	
1993	116	52	
1994	155	56	32
1995	119	62	30
1996	117	51	30
1997	112	66	38
1998	87	55	30
1999	94	46	42
2000	183	78	25
2001	190	86	22
2002	190	83	61
2003	185	83	
TOTAL	**1635**	**770**	**319**

Source: Data provided by New Economics School

Table 1 and **Table 2** show that, in terms of the selectivity of the programmes (as measured by the ratio of acceptances to applications) EERC seems slightly more selective, with an acceptance ratio of .385, versus an acceptance ratio of .471 for NES. The tables also show that the EERC program produced 213 graduates during the six years from 1997 to 2002, or an average of 35.5 per year.

Table 2 reveals, slightly surprisingly, that NES graduated 319 students in the nine years to 2002, for an average of 35.4 graduates per year. If, as a first approximation, NES is regarded as drawing from a pool of applicants in Russia, and EERC from Ukraine, then the EERC program seems somewhat large relative to the size of the NES program. This, coupled with the evidence on employment opportunities for EERC graduates in the Ukrainian public sector (discussed below), suggests that the EERC program is already at, or even slightly above its optimal size if it aims to draw its students mainly from Ukraine. If, on the other hand, job opportunities for EERC graduates were to grow more rapidly in Ukraine (particularly in the public sector), or if the program were to adopt a strategy of recruiting more students (with funding) from other countries in the former Soviet Union, then there would be a case for increasing the optimal size of the program.

Initially, the graduates received a qualification from EERC. The degree received official accreditation from the Ministry of Education in Ukraine in 1998. This accreditation is valid through 2008. The quality of the Program was reviewed in 2000-1 following an intensive, ten-month review process. The Program received a high ranking and an official “attestation” at the conclusion of the review process.

4.1 Student Recruitment

The figures in **Table 3** reveal that students graduating from institutions in Kyiv represent over 50 percent of the student numbers, with NaUKMA students representing 37 percent of the total intake.

Table 3: EERC Students by Location of Institution Granting Previous Degree (1996-2002)

Origin	Number	Percentage
Ukraine	264	95%
From Kyiv	150	54%
NaUKMA	103	37%
Other Institutions in Kyiv	47	17%
Outside Kyiv	128	41%
Outside Ukraine(Belarus)	14	5%
Total Enrollment	***278***	***100%***

Notes: Origin is defined as location of institution granting previous degree)
Figures include those who were admitted to, but did not complete the Program

Does this evidence represent a bias in favour of students from Kyiv? We think it would be incorrect to draw such a conclusion. It should be noted that the figures are based on the location of the institution, and institutions in Kyiv do draw their students from throughout the country, so that these figures exaggerate the potential Kyiv bias. Taking instead "origin" as the oblast in which the applicants resided the figures are:

Table 4: EERC Students by Place of Residence at Time of Enrolment (1996-2002)

	1996	1997	1998	1999	2000	2001	2002	2003
Kyiv	37%	41%	22%	36%	21%	25%	19%	8%
Outside Kyiv	63%	59%	70%	59%	75%	65%	79%	84%
Belarus	0%	0%	8%	5%	4%	8%	3%	8%

It is not surprising that Kyiv institutions are strongly represented in the EERC intake: Kyiv possesses a number of strong universities with large undergraduate programmes in economics, and students from these programmes can be expected to be better prepared and thus to do well in the selection procedure.

Nevertheless, students from Kyiv institutions do possess some advantages over those outside the capital. Our survey and focus group discussions with students and alumni revealed that most of the information concerning the Program came via 'word of mouth', from other students or from teachers. As a result, students from Kyiv and to an even greater extent from NaUKMA have a natural informational advantage.

We think the program has taken important steps to offset this advantage:

- The Program has employed a variety of recruitment techniques, including advertisements in the national press, announcements on the EERC website, presentations by EERC staff to students and faculty members at universities throughout Ukraine, as well as "student road shows" – presentations by EERC students to potential applicants. We believe that this has played an important role in offsetting the informational advantage of students from Kyiv and ensuring a reasonable representation from outside the capital

- It is important to realize the importance of housing costs, which are far higher in Kyiv than elsewhere in Ukraine. This represents a considerable advantage for students from Kyiv who are able to live with their parents. The provision of dormitory accommodation, while costly, was an excellent decision: otherwise an even greater proportion of the students would have been drawn from Kyiv

Indeed, the data we received suggests that the percentage of students from Kyiv institutions was considerably higher in the first two years of the program, and has stabilized following the introduction of many of these measures. The enrolment from Kyiv in 2003 is, if anything, surprisingly low, but this may be an aberration.

Respondents to our survey and in the focus groups, on the whole, thought that recruitment publicity was handled well, given (a) that the respondents had found out about the program, and (b) that the school is young and so still not as widely recognized as some of its students and graduates think it deserves to be. There were a number of interesting suggestions as to how publicity for recruitment purposes could be enhanced:

a. There were suggestions from a number of students for a higher profile in the press and on television, perhaps not through paid advertisements, but other means of gaining publicity, such as articles written by students in the regional press, or commentary by professors in the mainstream media.[4]

b. Many students indicated that more attention could be paid to the transmission of information to the economics and business departments of universities in Kyiv and around the country. They suggested ensuring that announcements were posted on university bulletin boards, and the development of closer and more sustained linkages between EERC and teachers of economics in the regions.

c. There was recognition that the development of a research capacity in the school would build its profile and reputation more broadly in industry and amongst government officials which would have an overall positive effect on recruitment.

d. Similarly, it was pointed out that greater publicity for the Annual Conference would be beneficial in attracting the attention of more experienced students.

e. One response to our survey mentioned advertising in Central Europe and other ex-Soviet bloc countries for fee-paying students, if the donors would allow this.

It is important, however, to bear in mind the potential impact of the introduction of tuition fees, which may make it more difficult to maintain this regional balance. On the assumption that incomes in Kyiv tend to be higher than elsewhere in Ukraine, the introduction of fees

[4] Leness's experience with IFC suggests that this approach could have a significant payoff. Ukraine has a growing number of journalists focusing on economics in the mainstream press, in addition to those writing for more specialised publications. Many are eager simply for good stories, and even more so for interesting data to present. IFC found publicity to be an effective and low-cost vehicle for a variety of different kinds of publicity – from privatisation auctions to provision of business advisory services.

may (in the absence of scholarships or student loans) tend to discourage applicants from outside Kyiv. We recommend that this issue be kept in view over the next two to three years.

Given the wide recognition the program has already achieved in Ukraine, there might well be an (understandable) temptation to achieve economies by limiting the recruitment activities, since they apparently work so well. We think it is important to resist this temptation, were it to arise. The program has an enviable reputation for honesty and professionalism in its admissions procedure (see below). It is important that this reputation for openness and transparency be maintained, and so we recommend that a wide variety of recruitment methods continue to be used, so that the program is known to a wide range of potential applicants throughout Ukraine.

This continued emphasis on broadening the recruitment reach will be particularly important with the introduction of tuition fees, which will tend to restrict the number of applicants, and may damage the reputation of the program if it comes to be thought that students are selected for their ability to pay instead of their academic merit. Several students and alumni pointed out that merit-based scholarships are still very rare in Ukraine. They suggested and we too recommend that publicity for the program emphasise that selection of students continues to be based on academic merit, judged largely by examination, and that scholarships are available for able students.

Alumni stated that their main reasons for applying to EERC were the opportunity to experience Western education and the desire to have good post-graduate job opportunities. EERC's reputation in "modern economics" was also an important though secondary factor. In fact, some students noted that it seemed some classmates had enrolled without understanding clearly the difference between an economics program and a business program. The possibility of graduate study abroad was also a popular reason though less so that those already cited. Amongst current students, the reputation for instruction in "modern economics", and interest in Western education and concern for good post-graduate employment were given as the leading reasons for applying (and were ranked equally).

The initial goal of the program was to improve economics education in Ukraine, with the (implicit) assumption that the students would be recruited from Ukraine. In practice, this has been case: 95 percent of the students were graduates from institutions in Ukraine. More recently, however, students from outside Ukraine have been recruited and admitted. Students from Belarus have been admitted for several years, and in the autumn of 2003 the first students from Moldova will be admitted, both with Swedish support.

The admission of these students raises two important issues. The evidence to date suggests that few if any of the students from Belarus return there after their studies are completed. While understandable, given the situation in Belarus, this does raise the issue of whether the Program is contributing to a "brain drain" from Belarus. Similar questions have been raised, of course, about the tendency of the EERC Program to contribute to a brain drain from Ukraine itself. We discuss this issue for both Ukraine and Belarus at length below, but our general finding is that graduates from programmes such as NES, EERC and indeed other Ukrainian universities are highly mobile internationally, which needs to be acknowledged and taken into account in any discussion of "brain drain" issues.

The admission of students from other countries also raises the interesting issue of whether the Program should adopt a "regional" strategy, seeking to become a centre of excellence and a

hub for advanced training in economics for the region. We return to this issue below as well, in the context of the Program's strategic directions.

4.2 The Admissions Process

The procedure is rigorous, thorough and highly professional, involving both written tests and a personal interview – the admissions procedures have a wide and almost universal reputation as fair and honest. We did not hear any serious criticism of these procedures, which are widely admired.

In part this reflects the strength and quality of the procedures followed by the program, and in part the reputation of NaUKMA itself for honest admissions procedures, untainted by allegations of bribery or corruption.

It is important to recognize that many universities in Ukraine do have a reputation for corrupt admission procedures, so in this respect the EERC Program and NaUKMA are exceptional.

This has two highly important implications for the Program:

- the Program's reputation for honesty, professionalism and high standards in its admissions and examination procedures is a significant factor in the Program's overall high reputation in Ukraine (and elsewhere). That is, even if people are not familiar with the details of the teaching program and its high standards, they are nevertheless impressed by the fact its reputation as an "honest program". This reputation is a priceless asset, and like all reputations, is hard to earn and easy to lose. Maintaining this reputation should be a high priority for the program. We understand that localization of the admissions process is already well underway. While understandable as a means of reducing costs and fostering development of the host institution's capacity, this nevertheless entails a risk to the Program. While NaUKMA has an admirable reputation for the integrity of its admissions process, we nevertheless recommend periodic, random and external audits of the admissions procedure to guard against this danger.
- the reputation of NaUKMA for honest admissions procedures is itself a considerable asset for the EERC Program, and would make it potentially very costly to move the Program to another institution, even if that were thought to be worthwhile for other reasons. Conversely, any deterioration in NaUKMA's reputation would be a source of serious concern for the EERC program in the future.

We have no substantial recommendations for improvement for the admissions process: here the issue is to maintain the current high standards and reputation.

4.3 The Teaching Program

The teaching program is the responsibility of the Academic Director, who works closely with the International Advisory Board to ensure that the curriculum and teaching meet international standards of quality. Given this close scrutiny, and since the focus of our evaluation is on the impact of the program, we did not conduct an in-depth evaluation of the curriculum content or teaching delivery.

We nevertheless were able to conclude that the program is by far the best MA program in economics in Ukraine. Evidence that it meets international standards can be seen from the list

of leading doctoral programmes to which EERC students have been admitted (see Table 11 on page 344).

The high reputation is due not only to the quality of the curriculum and the rigour of the selection and assessment processes, but also because of the leading role played by "Western professors" in the teaching program, which gives the program a prestige which it might not otherwise have.

The curriculum is divided into five two-month "miniterms," each with approximately seven weeks of instruction, and one week set aside for reading, review and examinations.

The first year consists of year-long sequences in four core subjects: Microeconomics, Macroeconomics, Statistics and Econometrics, and Mathematics for Economists. This follows the conventional structure of most two-year MA programmes.

First year students must also take courses in English, Logic, and Ukrainian Business Language. Belarusian students take Ukrainian language during the first four miniterms of the first year of studies. English language instruction is provided in the form of an intensive preparatory course for first-year students given before the academic year starts, and as a regular course during the first year of studies. This is, a requirement of the Ministry of Education, but we think it deplorable and suggest that this course be dropped if at all possible, to allow further time for the courses such as that on data and empirical methods which we recommend below.

The second year of the curriculum consists of mandatory courses in research and elective courses. The required courses are a Research Workshop (which lasts four miniterms) and a Thesis Workshop, which is held in the final term. Elective courses are offered in areas of which include: Public Economics, International Economics, Industrial Organisation, Labour Economics, Finance and the Economics of Transition. The courses offered in any given year depend in part on the expertise of the visiting faculty, and others offered in recent years include Economics of Law, Game Theory, and the History of Economic Thought. As we argue below, we believe that the Economics of Transition course should be compulsory, perhaps broadened somewhat to include give students a deeper understanding of the conditions under which market economies can exist and operate effectively.

To complete the program, second-year students must past fifteen elective courses, four research workshops, and one thesis workshop, and they must successfully defend their thesis. Students who pass at least 75 percent of the mandatory and elective courses with a grade of "A" (excellent) and at least 25 percent of them with a "B" (good) and who receive a grade of "excellent" on their thesis, qualify for an Honours Diploma from NaUKMA. 31 out of 213, or 14.6 percent of the graduates have been awarded such a diploma since inception.

In terms of the level at which the courses were pitched, a few of the survey respondents wished that courses had been pitched at a higher level, while a few others whose prior training was not in economics or mathematics or whose English was not quite as good as the others' were stretched. This probably indicates that program is pitched at the right level! Overall, alumni in work or academica found themselves as well prepared or better prepared than their peers.

The curriculum is based on a series of eight week mini-terms. This structure is somewhat unusual, but is a sensible response to the difficulty of attracting good academics to spend

longer periods of time teaching in Ukraine. If the terms were longer, it would be difficult to attract teachers unless they were on sabbatical or leave for one or more terms. Some criticisms were expressed, however, concerning the lack of continuity in teaching as a result of these mini-terms. We think this is indeed a disadvantage of the current reliance on mini-terms. One of the reasons for the mini-terms and consequent lack of continuity among the teaching staff is the continued heavy reliance on teachers based outside Ukraine. This problem is likely to diminish in importance as the reliance on Western teachers falls, since those based in Ukraine, or Ukrainians returning after study abroad are likely to wish to remain in Ukraine for longer periods.

Some respondents expressed concern that the replacement of Western by Ukrainian teachers could damage the reputation and prestige of the program. In reality, we think that such a conclusion would be unwarranted, since all those who teach on the program must be certified by the International Advisory Board. Perceptions matter, however, and so we think this is a concern which must be taken into account during the localization process, by making it more widely known that those teaching on the Program must be – and have been – certified by an international panel of scholars.

In addition, we think that, during the localization process, perceptions of the quality of EERC's teachers and teaching would be enhanced by the introducing a competition for teaching positions in the program which was open to all teachers of economics in Ukraine. If this selection process were well publicized, with transparent selection criteria, the presence of Ukrainians selected through this procedure would enhance the program's reputation and serve as a worthwhile example to other institutions in Ukraine. It may well be the case that few, if any, Ukrainians are selected as a result of this process, but it would nevertheless send an important signal about openness and transparency.

Though a number of students and alumni pointed out, in focus groups and the survey, that there was some variation in the quality of instruction and that a few instructors seemed poorly prepared, the overwhelming impression was that students and alumni thought that they had received an excellent education.

Though we are not aware of any serious criticism of the "academic" quality of the courses which *were* taught - they are entirely comparable to good quality courses in Western universities- there was, however, some criticism of what was *not* taught, in particular:

i. the lack of "Ukrainian content" – illustrations and examples based on Ukrainian experiences and using Ukrainian data

ii. too little practical experience of the particular difficulties involved in gathering and interpreting data in the Ukrainian context

iii. too little material on what might be called "the economics of transition", and the issues specific to transition.

The first criticism may have some validity, perhaps more for the elective courses in second year than in the compulsory first year courses (which are taught largely by Ukrainians). This may be the result of having teachers from outside Ukraine who spend only a short time in Ukraine teaching in one of the mini-terms and who do not necessarily have extensive experience in or detailed knowledge of the Ukrainian economy. This problem does not seem to be serious or widespread, but we recommend that it be addressed by teaming locally based

"class teachers" with the non-local lecturers, with the class teachers being responsible for ensuring that the courses have sufficient local content. In order to be effective, this will require more advance coordination between lecturers and class teachers in order to allow time for this local material to be developed. We think this would be worthwhile, and should be given higher priority in future.

We believe the second criticism may reflect the fact that many students do not have their first degree in economics, and so have not had an opportunity to gain experience and familiarity with Ukrainian data. The thesis and internships may remedy this deficiency, but come at a late stage in the course. Students in the focus group responded positively to the suggestion of an optional two-day course on data gathering in Ukraine, and thought this course could be offered during the summer between the first and second years.

The third criticism has, we believe, some validity – although the transition economies are gradually becoming more "normal", the process is slow, slower than expected in 1995. Despite the already heavy course load imposed on the students, there are good arguments for providing them with broad perspective which includes not only the theory of well functioning market economies, but also the underpinnings of markets (such as property rights and their enforcement, the rule of law and an efficient legal system, free flows of information flows and effective regulation to address market failures). Although there is a course in Transition Economics, it is only an optional course in the second year. In teaching students modern economics, which is based on the market paradigm, we think it would be useful to devote more attention to the conditions necessary for a market economy to function effectively, and the aspects of transition economies which make it difficult to create these conditions. We recommend that the current course in transition economics should be broadened to include these perspectives and should be made compulsory.

4.4 Internships

Internships are offered to students during the summer after their first year of study. There are also research and teaching assistantships available in the second year. Some students also attend summer schools, such as those offered by Harvard, the Stockholm Institute of Transition Economics (SITE), and the Center for Economic Research and Graduate Education (CERGE) in Prague.

Annex 13 lists the government bodies, companies and organisations that have hosted internships and **Table 5** provides a summary of this information.

Table 5: Institutions Hosting EERC Interns

Category	1998	1999	2000	2001	2002	2003
Government	8	15	0	3	4	18
EERC internships*	8	8	8	15	7	4
Research internships outside EERC	1	0	0	1	2	0
Other	0	0	15	29	31	13
Total	**17**	**23**	**23**	**48**	**44**	**35**
Internships that led to jobs after graduation	n/a	n/a	n/a	6	6	3
Participation in summer schools	1	7	3	3	3	2

*Include teaching, research, conference, outreach and web assistantships.

Our survey and focus groups revealed that the students placed a very high value on the opportunity offered by these internships. Most importantly, it seemed, internships helped students set goals and orient themselves for their post-graduate careers. They appreciated that internships in state bodies were useful for gaining contacts and practical experience in analysing economic policy issue, even though the state was not seen as a likely employer of EERC graduates. Internships in think tanks, not surprisingly, were generally seen to offer the widest range of advantages –contacts, pay, ideas for theses, and employment potential. It was widely acknowledged that internships sometimes served as a reminder of the limitations of economic theory, particularly when applied to policy issues in Ukraine.

Most students in other economics training and education programs Ukraine work while engaged in their studies, and many of these jobs lead to employment after graduation. While fully supporting EERC's aim to foster an environment where students can focus on their studies during term time, we consider summer internships in workplaces in Ukraine to be essential and distinct from teaching assistantships and summer schools.

In recent years the number of internships has been very high, relative to the number of students enrolled. We view this as highly desirable: the figures for 2003 show a decline, and we think this a matter of some concern. We recommend that EERC continues to make a determined effort on a number of levels to reach out more into Ukraine. Internships are an integral part, and one that directly impacts the program's main output – its graduates and their post-program career paths. The success in recent years in raising funds for summer internships, not only from the US Embassy but also a variety of other sources, is to be commended and we strongly recommend that it should continue to be an important part of EERC's fundraising efforts.

4.5 Theses

The thesis is a requirement for graduation. In the second year, students choose thesis advisors from amongst EERC's professors, and work under their supervision. Mandatory Research Workshops are vehicles through which students learn research techniques. In the Thesis Workshop, they are taught to present and defend their work in a peer-group setting. Oral thesis presentation and defence are conducted in front of other students as well as academic staff.

A positive evaluation from a thesis supervisor is necessary before a student can defend the thesis. If the reference is negative, the student is not allowed to defend, nor may a student defend if he or she has failed any courses. Students who do not defend their theses do not receive diplomas, but may achieve an academic certificate testifying that they attended courses. With the permission of the thesis supervisor, the EERC Program Director and the NaUKMA First Vice President, these students also have the opportunity to redefend, either a revised thesis on the original topic or a new topic, within three years. If accepted, they may have access to the EERC facilities with the approval of the Program Director.

The vast majority of thesis topics relate to Ukraine (or Belarus), or sometimes other transition economies. Most seem to be quite applied (for example "Efficient Use of Electricity: Policy Application for Energy Conservation Measures in Ukraine," "Corruption at the Microlevel: Illegal Cigarette Street Sellers," "Internet Pricing Models: Application for Ukraine," "Exchange Rate and Prices in an Economy with Currency Substitution: the Case of Belarus"). There are some similarities between the theses prepared as part of the Ukraine Program and some of the proposals to the EERC research grants scheme in Moscow. Indeed, graduates of the Ukraine Program are one of the most successful groups of applicants in the Moscow competition, in which they face stiff competition. This again testifies to the quality of the instruction in the Ukraine Program.

Our impression was that the thesis was generally viewed as useful and appropriate to a Western-style graduate program.

Though it might seem that a thesis is more useful as preparation for application to doctoral programmes than as a tool for gaining employment, our view is that the thesis is an important hallmark of a Western-oriented graduate program in economics. The exercise of learning the literature on a topic and applying analytical tools to a data set is an essential part of economics education at the masters level. It instils a particularly valuable approach to problem solving that, as evidenced by EERC Moscow's regional outreach, is still commonplace in universities and research institutes in most of the former Soviet Union. Nevertheless, when alumni were asked what factors influenced their post graduate careers (outside academia), the thesis was not widely cited.

For students looking to work in Ukraine after graduation or to carry out further research on Ukraine, it would be desirable to add a 'local' advisors, alongside the Western professors. The challenges of locating and assessing the validity of Ukrainian data are, in the end, best addressed through practical experience. A Ukrainian advisor could assist in directly and framing the findings in ways that could be more relevant to Ukrainian policy practitioners and relating it to the local literature and thought. And Ukrainian advisors could help with dissemination through channels that have greater impact in Ukrainian policy and academic circles. It would be difficult to adding such 'local' supervisors at present, given the scarcity

of well trained economists in Ukraine, but the ideal local supervisor, would combine familiarity with Ukrainian data and institutions and knowledge of modern economics. In this respect, we believe that the research centre will play an important role in helping identify and attract such individuals to EERC, and in due course to act as thesis supervisors.

4.6 Student Placement

Unemployment is very low among EERC graduates. The vast majority of students found employment or were accepted for further study within several months of graduation.

Amongst alumni in our survey, intended career paths upon entering EERC were fairly evenly split, amongst further study, be it in Ukraine or the West, and work in Ukraine in think tanks, international private firms or Ukrainian firms. The government was not a common choice. For current students, the results were largely similar, though a greater percentage of students than alumni stated plans to go into government, and a smaller percentage said that they had been considering even further education in Ukraine.

Alumni cited their knowledge of economic analysis as by far the most important factor influencing post-graduate employment, while EERC-Ukraine's reputation was the second most important, followed by internships and the EERC program's network of contacts. Most working alumni responding to the questionnaire consider economic analysis is an important part of their jobs, believe they could not have gotten the job they had without attending EERC, and believe they found a more satisfying job than they would have otherwise.[5]

When asked about EERC's reputation amongst government officials and potential employers, respondents were clear that among those who understand the program and have dealt with its graduates, EERC's reputation is very high. There was some regret that Ukrainian government bodies can be "very empirically oriented" and thus can consider EERC graduates to be "too theoretical." Viewed as more under EERC's control was reaching out more broadly to private sector employers as time passes. Some pointed out that tighter linkage to the NaUKMA name might help broaden positive program recognition. Career days where employers are invited to the campus were cited by some as helpful and worth considering.

Graduate program placement has been impressive. Annex 11 indicates the rankings of the Western graduate programmes attended by EERC-Ukraine graduates. Placement of EERC graduates in four departments rated among the top twenty departments in the world is a remarkable achievement for a newly established program, and evidence of the Program's high reputation outside Ukraine. There remains a hope that more students will attend "Top 10" schools, and surely this aspiration seems achievable over time, if EERC's reputation continues to be strong and appropriate support is available.

In our survey and focus groups, alumni rated professors' contacts and the quality of the education as the key contributions EERC made to their graduate acceptance, though the school's reputation and assistance with applications that the school provided mattered as well.

[5] Ten of the fourteen alumni respondents who noted their place of work are in largely donor-funded think tanks. Two are in government structures, three in private companies.

Students were grateful for the financial and logistical support they received for the application process. In focus groups, some pointed out that reduction in this support would reduce the number of schools to which students applied and the number of "reaches" to which they would apply.

We were surprised to learn from Andriy Kaminsky (Docent in Economic Cybernetics at the National University-Taras Shevchenko) that a large percentage (almost half) of the graduates of his specialisation had gone on to graduate education in the West. In order to explore this further, we commissioned a small study of graduates of Taras Shevchenko's MA in economics.

Our study was of 20 graduates of various economics specialisations from Taras Shevchenko University in Kiev. Given that the study was conducted in the summer vacation, at short notice and only sampled those in Ukraine, it will not have captured students who were abroad for long-term employment or study. The specialisations of the students also cover a broader range than EERC (management, finance, cybernetics, accounting and statistics), and this almost certainly biases the sample toward employment rather than graduate study. In terms of levels of academic achievement and breadth of distribution of cities of origin, we believe the sample to be representative. Though the Taras Shevchenko sample size is admittedly small, some of the general trends are worth noting.

f. About one third reported that they were continuing graduate education. Almost all of these were in Western institutions, but only one was a PhD program. Clearly, EERC is not the only route for Ukrainians to graduate education in the West – students from other good Ukrainian universities find their way abroad as well.

g. None of the respondents works in a donor-funded think tank.

h. 20 percent went into government jobs, double the figure for EERC Ukraine. Two of those four had worked in the same government agency prior to the Masters program. None of the respondents in government jobs noted how many staff they managed. Only one was even somewhat specific about the kind of economic analysis conducted (modelling debt dynamics).

   It seems possible that the proportion of economics students from Taras Shevchenko taking up jobs in the government is higher than for EERC because of Taras Shevchenko's longer-standing ties and relationships with the government ministries, and perhaps the different expectations of its students. Also, as with most universities, Taras Shevchenko's masters students generally work while studying. Although there are good reasons why EERC does not encourage term-time work, the greater "real world" experience of peers seems to make a difference to employers.

i. Most striking was the respondents' general lack of awareness of the EERC program. Part of the reason for this situation may be Taras Shevchenko University's good reputation: students who have achieved admission may feel no need to look further. All of the masters graduates interviewed had also taken their undergraduate degrees at Taras Shevchenko. It would

seem, however, that perhaps EERC can still do more to publicise its program to promising undergraduates.

Concern that well educated students leave Ukraine for advanced education, never to return is widespread, and some of those we met thought this was especially true of EERC graduates. Our small and admittedly imperfect survey suggests that this is not the case: a surprising high proportion of the economics graduates from good quality, well known Ukrainian universities pursue further studies outside Ukraine, mainly in North America and Europe. In this respect, graduates of the EERC program resemble other those from Ukrainian universities more than is commonly thought.

5. Program Achievements, 1996-2003

5.1 Achievement of Purpose

The original *purpose* of the Ukraine Program (as of 1995) could be characterized as follows:

i. establish an internationally recognized economics graduate program at a leading academic institution

ii. enhance the skills of Ukrainian faculty, help establish new admission standards for the economics program and assist in the academic management of the economics faculty at NaUKMA

iii. enhance the academic and research infrastructure at the host institution (library facilities, equipment and computer hardware and software)

The Program has been outstandingly successful in its first purpose. The M. A. Program at Kyiv Moyhla has achieved strong recognition as a high quality teaching program in Europe and North America: evidence of this can be seen in which lists the doctoral programmes to which EERC graduates have been admitted.

The Program is also widely recognized within Ukraine (in particular by employers in the private sector and by policy research institutes) as the best place to learn modern economics, and its students are very widely recognized as among the best qualified graduates in the country. 24 percent of EERC graduates are employed in the private sector, in both the financial and non-financial sectors. More surprisingly, almost 20 percent of graduates are employed in policy research institutes: indeed, most of the research staff at the leading think tanks in Kyiv are EERC graduates! This reflects, we believe, the lack of attractive positions for graduates within the government: salaries are very low, and the working environment is professionally unrewarding for those interested in policy analysis. As a result, those who are interested in public policy have tended to seek employment in think tanks rather than the government itself. At one level this is disappointing, since the policy research institutes, are, like EERC, reliant on donor funding. From another perspective, however, this represents a significant impact of the Program on public policy in Ukraine. It would be an exaggeration to claim that the think tanks have a decisive influence on policy choices, but they represent one of the few channels through which civil society in Ukraine has had any influence on policy.

Recognition and acceptance of the Program within the government has been slower. It is clear, based on our discussions with other economics departments in Ukraine (for example Taras Shevchenko in Kyiv and Ivan Franko in Lviv) that the EERC Program serves as a benchmark or quality standard for other institutions which aspire to internationally recognized programmes. In this sense the Program has indeed contributed to improved teaching standards in Ukraine. It has not, however, pursued an active policy of outreach and capacity building in other universities. While understandable, given the challenges of establishing and maintaining the quality of the EERC Program itself, we regard this as important shortcoming, which should be addressed in the medium term.

The EERC M.A. degree has been certified by the Ministry of Education in Ukraine, with the cooperation and assistance of the Department of Economic Theory at NaUKMA. This is a significant achievement for EERC, since it gives EERC degrees an official status with

potential employers and it is worth noting that the New Economics School (NES) in Moscow – the model for the EERC Ukraine program - still has not achieved official accreditation. State diplomas are of little importance for those pursuing graduate studies abroad, or for those working in the private sector, but are a prerequisite for employment in the public sector or teaching positions in Ukraine. While less realistic now, these may become more attractive career choices in the longer term.

It is also worth noting that the benefits of this cooperation flow two ways: the certification achieved by the EERC program is of considerable value to NaUKMA, since it contributes to their own certification process and adds considerable prestige to the university.

Although the Ministry has accredited EERC's program, it has not reformed its criteria for economics training in Ukraine. It therefore remains difficult for other universities, even if they wished to emulate EERC, to do so openly. This inertia on the part of the ministry has proved an obstacle to the EERC approach entering the "mainstream". The bureaucratic obstacles to such acceptance are very great, and we do not think this is a realistic goal for the program at present. Instead, we believe that it should aim to spread its influence from the bottom up, by working with other universities to improve teaching standards through the outreach program.

The Program has had mixed success in achieving its second purpose, that of enhancing the skills of Ukrainian faculty, establishing new admission standards for the economics program and assisting in the academic management of the economics faculty at NaUKMA.

The Program has been entirely successful in achieving its third goal, that of enhancing the physical infrastructure at the host institution. EERC, working in collaboration with NaUKMA, has established new facilities of high quality at 10 Voloshka Street, including library facilities, modern classrooms and teaching equipment and modern computer hardware and software. These facilities are shared with the Cafedra of Economic Theory at NaUKMA.

5.2 Achievement of Goal

The Program's medium to long term *goals* could be characterized as

- creating a sustainable local capacity for teaching and research at internationally recognized standards
- contributing to an improved quality of decision-making in Ukraine, in both the public and private sectors
- investing in the creation of a new generation of economists in Ukraine, trained in modern economics, some of whom would return to Ukraine to teach subsequent generations of students these new techniques

We believe that the Program has been very successful in creating local capacity for teaching and research at internationally recognized standards, although its sustainability is still an issue to be addressed. We believe that the Program has also a valuable contribution to the quality of decision-making in Ukraine. We also believe it has achieved outstanding success in creating a new generation of economists in Ukraine, trained in modern economics. Many of these economists have left Ukraine to pursue advanced training in Europe and North America, and not all will return. Some have, however, already returned to Ukraine, and a few

have already taught on the EERC MA Program. Ukraine still faces an important challenge to attracting back these highly skilled Ukrainians, and the EERC Program has an important role to play in this process. But the Program's success in laying the foundations for a modern economics profession in Ukraine should be recognized as a remarkable success in a challenging environment.

5.2.1 Impact: Student Career Paths

Table 6 summarizes the careers of EERC students following their graduation from the Program. Slightly more than half the graduates are employed, with a small percentage working in the public sector, a surprisingly high percentage employed in policy research institutes, and one quarter of the graduates employed in the private sector. The low percentage employed in the public sector is in retrospect somewhat of a surprise (relative to the expectations held when the program was designed in 1995). At that time it was expected that more EERC graduates would eventually find positions in government as policy analysts. We discuss the reasons for this low percentage, and its effect on the program's impact, below.

Table 6: Career Paths of EERC Graduates

	Number	**As a percentage of total employed among respondents**	**As a percentage of all respondents**		
Employed *Of which*	80	n/a			52%
Public sector	8	10%		5%	
Policy research institutes	30	38%		19%	
Private sector *Of which*	38	48%		24%	
Non-financial	19	24%	12%		
Financial	19	24%	12%		
Teaching in university	4	5%		3%	
Pursuing further studies *Of which*	79	n/a			52%
Ph.D.	59	n/a		38%	
MBA, MPA etc.	2	n/a		1.5%	
Aspirantura	18	n/a		12%	
Total respondents	***154***				

[Notes: "Public sector" includes ministries, regulatory agencies, parliament, etc. Categories do not sum to total due to rounding, and because some of those registered as aspirantura are also employed]

Table 7 presents comparable data for graduates of NES in Moscow. A slightly higher percentage of NES graduates are currently employed in Russia than EERC graduates in Ukraine (57.05 versus 52 percent), and a higher percentage of EERC graduates are currently engaged in further studies abroad. This in itself is not surprising: the NES program was

established four years before EERC, and it is only natural that a larger number of NES than EERC graduates have returned from study abroad. Of more interest is the proportion of NES graduates employed in the public sector – 9.3 percent versus 10 percent for EERC. This is slightly surprising, given the more attractive pay and conditions in Russian Federation ministries and the close links between NES and certain ministries (an NES graduate is, for example, a Deputy Minister in the Ministry of Trade and Industry).[6] Pay and conditions of work in government ministries are, of course, outside the control of EERC, but we believe that there are opportunities to build closer links with the Ukrainian policy community, in particular through the activities of the new research and outreach centre. We discuss this in more detail below.

Table 7: Career Paths of NES Graduates

		Number	Number	%	%
Employed in Russia			182		57.05
… of which					
	Teach/carry out research at university or research centre	65		35.7	
	Work in public sector	17		9.3	
	Work in Private Sector	100		54.9	
	Returned with PhD	6		1.9	
	Returned with another degree	15		4.7	
	Returned after additional training	20		6.3	
Pursuing PhD programs abroad (now)			92		28.84
	Year 1-3 of PhD	74		23.20	
	PhD candidates	18		5.64	
Employed abroad			45		14.11
	University appointments	16		5.02	
	International Organizations	7		2.19	
	Private Sector	10		3.13	
	Other	12		3.76	
Total graduates			319		100.00%

[6] It may be, of course, that employment opportunities in financial institutions in Moscow draw many NES graduates into this sector who would otherwise work in government.

5.2.2 Impact: Case Studies of Involvement in Policy

- ***Valeriy Tsaplin*** graduated in the class of 2001. Before his enrolment in the Program he worked in a senior government position responsible for energy in the National Electricity Regulatory Commission of Ukraine. In 1999 he attended a World Bank course in Florida on the regulation of natural monopolies, and realised the importance of understanding modern economics for his work, and subsequently discovered that EERC was the only program in Ukraine that offered a course covering the economics of regulated industries. He entered the program at the age of 42, and continued to work for the Commission on a part-time basis in the first year of his course. After graduation, he returned to a senior position in the Regulatory Commission. His department in the Commission now accepts two EERC students each summer as interns, and would be eager to hire EERC graduates for permanent positions. The Commission, however, can only offer them salaries of $100 per month, which is far below the going rate in Kyiv for such highly skilled graduates. They can, for example, earn $500 per month in a think tank. In a recent competition for a senior expert, the Commission received one hundred applications. None of the applicants was judged to be qualified for the post, which remains unfilled. Instead, Tsaplin hired two EERC students on a half-time basis to carry out some of the work the expert was to have done. While attractive career opportunities in the public sector remain limited, Tsaplin believes there will be a significant increase in the opportunities available to EERC graduates as the state owned electricity companies are privatized. These companies will need skilled economists, he believes, and will be able to pay sufficiently high salaries to attract EERC graduates. Tsaplin is an enthusiastic supporter of the new Research and Outreach Centre (EROC) and optimistic that the Centre can establish a program of joint research with the Commission.

- ***Olena Bilan*** won the Kystasy Award for the best thesis in her class (2002). After her first year of study she received an summer internship at the National Bank of Ukraine, where she worked on monetary and exchange rate policy, and was invited to participate in round tables, conferences and seminars. After graduation she was offered a job in the analytical department at the National Bank. The starting salary was, however, only $100 a month, and she would have had to wait three years for her first promotion. She therefore accepted a post as a Research Associate in the Department for Macroeconomic Analysis at the Institute for Economic Research and Policy Consulting (a policy research institute). She is now considering whether to apply for admission to a doctoral program, most likely in the United States. Officials in the National Bank of Ukraine argued that as part of her work in the policy research institute she nevertheless makes significant contributions to work of the National Bank – working in particular on with their compliance with IMF conditionality. Earlier this year the National Bank of Ukraine agreed to fund eighteen scholarships on the EERC MA program.

- ***Dymytro Voloshyn*** was an early graduate, in the class of 1999. Like Tsaplin, he was also employed in the public sector before applying for the EERC Program. After completing his MA, he returned to the public sector, taking a post as head of an analytical group supporting work of one of the blocs in the Verhovna Rada (the parliament of Ukraine). Initially he spent his time assisting in drafting legislation, but now supervises other staff who draft legislation. His current role is now more managerial than analytical, in part, he believes, because there is still insufficient demand for policy analysis in the ministries or in the legislature. As a result, he feels his economics skills are not fully utilized

The first students graduated from the EERC Program only five years ago, in 1998. Even if the students from this class had entered government immediately as junior policy analysts and had been promoted very quickly, it is unrealistic to expect them to have reached, at this stage, sufficiently senior positions where they are able to have a direct influence on policy decisions. Two of the cases presented above show that some mid-career officials have taken the MA and returned to government service, but overall, very few EERC graduates have entered the ministries as junior staff because of low salaries and the lack of professionally fulfilling careers. The other case study, Bilan, is younger, but has had an influence on policy through her work in a think thank. Her experience is more representative of EERC graduates, many of whom have gone on to work in one of the think tanks in Kyiv.

These case studies are, we believe, representative of the challenges facing the program as it seeks to make an impact on public policy formulation in Ukraine. Relatively few EERC graduates enter the government, for two reasons. First, the starting salaries are very low, as Table 8 indicates.

Table 8: Salary Levels for Graduates in Kyiv, 2003

Employer	Monthly salary
Central government ministry	$100
National Bank of Ukraine	$150
Think tank	$400-800
Private sector (non-financial)	$400-800
Private sector (financial)	$400-1200

[Note: Estimated net starting salary (per month) in Kyiv, for the holder of a Masters or Specialist Degree with no work experience. For purposes of comparison, the estimated monthly rental for an apartment of reasonable quality in Kyiv is approximately $100]

The experience of graduates such as Voloshyn, as well as our discussions with government officials and think tank leaders, suggest that the low salaries are not the only factor which discourages graduates from pursuing careers in the government. In many ministries policy-making is highly concentrated in the minister and one or two senior advisors, and there is no formal process of analysis and consideration of alternative policy options. As a result, policies are often formulated in a very ad hoc fashion, with little or no structured consideration of alternatives. As a result, in many ministries there is no formal process into which the results of economic analysis can be fed, and so relatively little demand for the skills possessed by EERC graduates (or the graduates of other good quality programmes in Ukraine, for that matter). As a result, even if starting salaries were increased, careers in many parts of the public sector would continue to be professionally unrewarding. There are, of

course, exceptions: the National Bank of Ukraine does offer opportunities to use the skills taught on the EERC Program, but such opportunities still remain uncommon.

There are some of reasons for at least optimism that more opportunities will arise over the next few years, since a number of initiatives have been launched to create within the government a more structured, coherent and systematic process for considering policy options and alternatives. These initiatives, largely associated with the International Centre for Policy Studies, are relatively recent, and it is too soon to assess their chances of success, but progress on this front would dramatically increase the demand for policy analysts within the government, and EERC graduates would be the leading candidates for such positions. Salaries, of course, would remain an obstacle, but solutions such as temporary secondments to the government from policy research institutes might offer a way around this difficulty.

If the demand for policy analysts within the government has not yet emerged, it might be tempting to conclude the programmes such as the EERC MA are premature, and that supply should not be created until there are clear signs that demand has emerged. This would, in our view, be a serious mistake. When reforms come, they are likely to create a demand for skilled analysts very quickly. Starting from scratch in training skilled economists would lead to years of delay: recall that the initial needs assessment for EERC was carried out in 1994, and the first graduates did not emerge until four years later, in 1998. The demand for skilled policy analysts in government will, we believe, emerge in due course in Ukraine, just as it has in the transition economies of Central and Eastern Europe. The investments in EERC today will reap significant benefits in the not too distant future.

We do not suggest, however, that the Program adopt a "wait and see" attitude, hoping that at time future date opportunities arise for its graduates to work in government. We believe there are significant opportunities for the Program to actively engage the government through the activities of the Research and Outreach Centre, and through a program of executive education for policy makers. We discuss these new measures below.

5.2.3 Impact: EERC and the Think Tanks

The data on the career choices of EERC graduates reveals very clearly that a career in a central government ministry is not attractive to well qualified graduates. In this sense, one of the initial aims of the program has not been achieved. EERC graduates are not playing a significant role in policy analysis units within the government, simply because such policy analysis units do not exist.

It would not be correct, however, to conclude from this that EERC has no impact on the policy process in Ukraine. Almost 20 percent of EERC graduates, it should be noted, have taken jobs in policy research institutes in Kyiv and have been engaged in exactly the kind of policy analysis that was initially envisaged in 1995. It is true, of course, that the influence even of these think tanks is constrained by the highly centralized and personalized nature of decision-making in the Ukrainian government, and the absence of a coherent and structured process for considering policy options. Our discussions did, however, indicate that these think tanks do have an influence on policy decisions in some (but not all) instances.

The impact of the EERC Program on these think tanks should not be underestimated. Graduates of the Program comprise over half and in some cases three quarters of the junior research staff in these institutes, and the availability of well trained economics graduates make a significant difference to the ability of these institutes to operate effectively.

We would therefore conclude that the Program has not had as large an influence on policy as had been expected in 1995, for reasons outside its control. Careers within the government for well trained economists have not developed as one might have hoped in 1995, largely due the absence of civil service reform and the resulting low salaries; and the weak demand for policy analysis in the ministries, due to the failure to adopt a transparent, structured process of policy-making within government. Insofar as civil society in Ukraine does have an impact on policy decisions, however, EERC graduates are playing a key role through their work in the think tanks.

5.2.4 Impact: Training a New Generation of Teachers and Researchers

Another key goal of the Program was the creation of a new generation of economists in Ukraine, trained in modern economics, some of whom would return to Ukraine to teach subsequent generations of students these new techniques.

The program has been outstandingly successful in placing its graduates in excellent doctoral programmes in Europe and North America, as Table 11 on page 344 demonstrates. The Program has succeeded in placing one of its graduates in a department of economics (Wisconsin) which is ranked 8th worldwide. In addition, it has placed graduates in three departments (Michigan, LSE, Oxford) which are ranked in the top twenty institutions worldwide. In addition, it has placed its graduates in three business schools (Chicago, Harvard and Stanford) which are ranked in the top ten schools world wide (see page 344).

Overall, as Table 6 indicates, 52 percent of EERC graduates have gone on to further study, mainly in doctoral programmes in North America or Europe. The comparable figure for NES is slightly lower – 46 percent, but the difference does not appear to be significant.

This is a remarkable achievement for such a young program.

Table 12 on page 347 presents comparable figures for the New Economics School in Moscow, and these figures suggest that EERC has been almost as successful in its graduate placements as the New Economic School, even though NES is five years older and draws from a much larger pool of students.

The issue raised in many our discussion in Ukraine was that of a potential "brain drain": Will these skilled and highly mobile individuals have an incentive to return to Ukraine? This is indeed an understandable concern. It is worth noting, in this context that the EERC Program is not alone in sending many of its graduates abroad. Our survey of a small number of graduates of the Taras Schevchenko MA in Economic Cybernetics, reveals that at least one third of these students also study abroad after graduation.

We also note that there are some encouraging signs that these mobile individuals are prepared to return to Ukraine if they perceive that suitable professional opportunities are available. The graduates of the first MA class in 1998 are only now completing their doctorates: one returned last year to teach on the EERC Program, another has joined the EERC faculty (and teaches on the NaUKMA undergraduate program as well) and there are good prospects for the return of another three or four to teach in the coming year.

Despite these encouraging initial indications there is no room for complacency. There are very real and important concerns about salaries, working conditions and professional opportunities for those who might wish to return to Ukraine on a longer term basis. We outline below a number of initiatives EERC can take to address some of these concerns.

6. Program Management: From Managing a Project to Governing an Institution

The Ukraine Program now faces a significant transition of its own: to transform itself from a donor-led initiative to a locally managed and governed institution. This will require important changes in both the management of EERC and its governance structures.

Managing a donor-funded project with local field staff reporting to a US headquarters is substantially different from running a donor-funded Ukrainian institution. We have not, therefore, carried out a detailed examination of the operational aspects of EERC management to date, given that EERC is on the eve of a transition to "indigenized" management.

In any case the good results achieved to date suggest that the program has indeed been managed effectively. The programmatic lessons and suggestions made thus far are applicable almost regardless of the management structure.

In thinking about the new structures of both management and governance which are now required, we have tried to set aside for a moment the existing structures and think afresh.

We are conscious of one aspect of the Program's current structure which requires particular consideration – the International Advisory Board (IAB).

The IAB has played a number of key roles throughout the Program. It has

- approved the course content and syllabus
- accredited all those teaching on the Program
- maintained general oversight over the criteria and procedures used to select the students
- maintained general oversight over the criteria and procedures used to examine and the students
- commented on other strategic issues facing the program including introduction of tuition and the goals of the education being provided

The EERC degree is now widely recognized, both within Ukraine and in North America and Europe, as a high quality degree, taught to an international standard. It success in placing its graduates in leading doctoral programmes in the United States and in Europe is strong evidence of the Program's reputation for academic excellence.

The IAB has, along with the Program's Academic Directors, played a key role in achieving this reputation, which is one of the Program's outstanding successes to date. EERC does need to expand and strengthen its governance structures, and the IAB must be integrated into these structures. But it is very important that these new structures allow the IAB to continue to make its unique contribution to the success of the Program. The new governance structure must ensure not only sound management and a clear choice of strategic direction, but must uphold the high quality standards which have made the Program the success that it is. The IAB (or its successor) should therefore continue to play a key role as a monitor of the quality of the teaching and research carried out by EERC.

The other body to note is the Donor Board. To date, the Eurasia Foundation has been legally responsible for EERC. The Donor Board, which met annually, did not have legal or fiduciary responsibility for the program. It consisted of one representative of each donor who had provided over $100,000 per annum.

The Donor Board provided comment on and review of an annual report and participated in general strategic discussions such as introduction of tuition, potential mergers with other programmes, and the like. The Eurasia Foundation Program Director and a member of the International Advisory Board would participate in these meetings. For some donors, the most important aspect of their involvement in and oversight over, the program occurred through these meetings. Generally, for donors whose Board representative was involved in many other projects in the region, there was more frequent, if informal, oversight, guidance and comment.

Even if some existing structures (such as the International Advisory Board) or individuals continue their involvement in some form, as the Eurasia Foundation reduces its direct involvement in the program's operations, the overall management and governance structure of EERC needs to be considered, on its own and anew.

6.1 Leadership of EERC into the Future

In our view, the most pressing issue in the new management governance structure is finding EERC's next leader, the Western-trained Ukrainian national who can lead the program into its first years as a local institution rather than a donor-backed project. The sooner this person can be identified, the better.

In many ways, resolving this question is even more urgent than finding the "institutional home," and, this step would take priority over the issue of the legal entity that will house EERC into the future. In reality, these two matters will be addressed in parallel.

There will still be a crucial role for the Western Program Director, and Andrei Masiuk is a solid choice for this role. With need for fundraising, setting up the new governances, recruitment, resolution of the legal establishment issues and outreach to local structures among many other issues, there is more than enough work for both the transitional Western Program Director and the new Ukrainian Program Director. However, many of the issues facing EERC require his successor to be present now, and cannot wait for the end of the transition period.

There was a consensus among those we interviewed that this individual should be a Ukrainian national with a Western PhD – someone committed long-term to living in Ukraine, yet possessing international ties and facility; someone sufficiently senior to command respect, yet young enough to have something to prove and the energy and spirit to devote a large portion of their identity to shaping EERC's future. The job is clearly full-time and long-term. Another criterion could be the willingness and ability to work side-by-side with the Western Program Director through the last year(s) of the transition.[7]

[7] It is clear that there is a trade off between producing high quality research output and institution building. Typically scholars focus on the former at the beginning of their careers, and the latter subsequently. A young

Because this person will be so hard to find, the search must begin immediately. EERC has a database of Ukrainians and citizens of other former Soviet Republics who are enrolled in or who have graduated from Western PhD programmes, and this represents a very valuable tool in the search process.The "indigenization" timetable in the March 2003 business plan stipulates that the local Academic Director would begin work in the academic year 2005-6. If the talent pool allows, we would recommend identifying the new director for academic year 2004-5.

High quality administrative support is also essential to the success of the new leadership. In this regard we note the promising appointment of a new "local" administrator in the summer of 2003. While it is too early for use to judge the success of this appointment, initial signs were encouraging. It is clear that a high calibre administrator will play a key role in the success of the localization process and of the programme as a whole in the immediate future, and this aspect of the programme's administration deserves continued attention.

6.2 Governance and the Board

"Who will choose the new leader?" one might ask. This question highlights immediately the important differences between a project and an institution. When EERC acted as proxy for the donors, management was essentially carried out by the field staff, and the EERC program staff based in Washington provided the governance for the program. Governance structures, however, seem to have been relatively informal, and the distinction between day-to-day management and oversight seems at times to have been blurred.

There will be a "transition" activity involved in setting up a proper governing board. EERC is already in the process of setting up this structure as the Board of Trustees, and it is important to recognize the progress which has already been made, but we recommend that more consideration be given to the details of this new structure, and the roles and responsibilities of the bodies which comprise it.

The role of this new governing board is distinct from that of the IAB, though the IAB's function - upholding the high standards that the established to date – is also critical. The governing board should provide the broader leadership, guidance and monitoring functions that the Eurasia Foundation performed, as well as financial oversight and participation in the recruitment of management personnel.

Ideally, both the new Ukrainian Program Director and transitional Western Program Director would shape this process. It is important to set up these structures with great care and attention to detail on the legal side and in the description of responsibilities. At the same time, it will require some flair to engage the appropriate people in a meaningful way in EERC's governance. Existing Board members and key stakeholders through the year will also play a key role in getting this governance right.

Ukrainian engaged as the director of EERC might therefore suffer in terms of research output. To some extend this can be mitigated through sabbatical and other arrangements, but the trade off is nevertheless real and must be kept in mind in the search process.

During the transition, the governing board can expect to be particularly active. Even the transition from Eurasia's management, the Board's activity level will probably only taper off to a level that is still substantially higher than that of the Donor Board. Certainly, annual meetings are no longer sufficient even if an Executive Committee of the Board of Trustees is established, as is under consideration. Composition of the Board, the responsibilities of its members and the powers of its subcommittees need to be defined, and we provide some guidelines below.

6.2.1 The Board's Mandate

Overall, the Board of Trustees' role is to safeguard the interests of the "stakeholders" (donors, NaUKMA, students, alumni, staff) so that the EERC-Ukraine program continues to run and grow in a sustainable way that is true to its chartered aims. As a body that is one step removed from day-to-day management, the Board is expected to provide a "helicopter view" keeping strategic priorities in order. It can mitigate potential conflicts of interest amongst staff and assure continuity as senior executive staff change over time (as they will, inevitably). In addition to the "stick" of providing a check and balance to the management team's executive power, the Board should also provide the "carrot" of additional skills and new useful contacts.

To allow the Board to discharge its responsibilities effectively, management will need to report on a regular basis to the Board, in a fair amount of detail. Facilitating management relationships with the Board and its committees may require a full-time "secretary" and at minimum a single designated administrative staff person who will a) gather Board papers and circulate them well in advance of meetings, b) take notes at meetings and summarise them again for circulation, and c) handle logistical issues for Board members in terms of their signing necessary documents and being notified of meetings and changes in management.

6.2.2 Subcommittees

On an ongoing basis, the full Board of Trustees might meet quarterly in Ukraine, and there will need to be quorum for the meeting so that a sufficient number of members are present and participate. The EERC program will need to provide reports to this Board, and the two directors and perhaps one or two other key top staff will attend and participate in these meetings.

If it is to function efficiently, the entire Board cannot be expected to address all the issues which will inevitably arise. It must therefore create a number of subcommittees which can meet more frequently, as the need arises.

The first subcommittees should be: a) a search committee for the new leader, b) a finance and audit committee, and c) an academic committee. A compensation committee may also be needed, but could fall into the mandate of either search or finance.

Subcommittees will also need to meet at regular intervals – finance and audit presumably quarterly to approve financial reports, search as needed but at least every two to three months, compensation, possibly only annually, and academic at least twice for admission and thesis defence and probably one more time for longer term planning and/or interim review.

The academic committee would perform the functions that the IAB did perform, and as in the past only one or two members of the IAB need to sit on the main Board of Trustees.

In due course, an alumni Board would be desirable, both for fund-raising, and to take advantage of one of EERC's strongest assets, the network of its graduates. Our survey and focus groups showed tremendous gratitude to the institution, pride and loyalty. This goodwill is not to be taken lightly or for granted, but is best channelled into a useful path. Alumni relations are much more highly developed in North America than in Western Europe, though Western European business schools, for one, are starting to catch on the value of this activity. EERC students and alumni, most likely because of their age and experience, had few suggestions how alumni could contribute to the school through a formal structure, though there are clearly a range of important but informal networking activities which go on: the alumni scholarship fund, hiring of interns and graduates, advice on graduate programs, attendance at EERC sponsored events, etc.

6.2.3 Composition and Quorum

Bearing in mind the Board's responsibilities and those of the subcommittees, some thought needs to be given to how many people should be on the Board of Trustees and on each of the subcommittees, and how many need to be present to achieve quorum. It may be that some people choose to be members of subcommittees but only observers on the main Board or not to participate in the main Board at all.

In terms of composition, the main interests and stakeholders need to be represented, but the necessary skills also need to be present: finance/audit, links to both Western and Ukrainian academic communities, general management skills and experience.

6.3 The Legal Status of EERC in Ukraine

Will EERC take on a "transitional" legal form if Eurasia is obliged to step out of its management role before all is in place on the ground in Ukraine? The pace is (we hope) moving so quickly in this area that it is hard to be too prescriptive. A few points to bear in mind:

j. Ukraine does not have stable legislation governing non-profit organisations. There is anecdotal evidence to suggest that small non-profit organisations in clearly charitable areas can operate as non-profits, but a large well-funded organisation will face legal questions on an ongoing basis.
   EERC needs to be ready to have on-going defence of its legal status and the tax implications that follow. The relationship with Kyiv Mohyla may be a good source of a safe legal form and assistance in dealing with "establishment issues."

k. Governance - control over funds and activities - will play itself out through the choice and structuring of the legal entity. It would be advisable to know the structure of governance first and then find a way to

write it into the legal entity or entities established. The gaps in the legislation did, at least until recently, leave room for full corporate charters and articles of association in which one can essentially write in much of a good governance structure.

6.4 Planning Process

The Board will need to demand of management a higher level of planning. Currently, the EERC Business Plan is framed as a request for donor funds, rather than a full review of strategy and recommendations of actions following therewith. The EERC Action Plan is organisationally one level below the business plan, stipulating administrative steps to be taken to operationalise the "indigenisation" process. The link in planning between strategy and actions is implicit, probably as a relic of a more informal or blurred distinction between management and governance.

As EERC becomes an institution, as opposed to just a project, a fuller planning process needs to come into place to ensure that all parties have the information they need to fulfil their roles. The Board of Trustees, as governors, will need financial and programmatic information more than annually to assess implementation of agreed plans and adjust where necessary. Management will need the formal guidance of a Board to assure that it is on the agreed path and will, ideally, benefit from the Board's contacts and complementary perspectives to make rigorous strategic decisions.

A typical planning process would revolve around a multi-year plan that includes detailed activities for each year and periodic, perhaps quarterly Board monitoring of progress to plan. The business plan needs to start with the strategic context and decisions and move from there to activities and their financial requirements.

Many donor-led projects succeed in a large part because of the diligence and good-will of the individuals involved. This informal approach can work well on smaller scales and over shorter periods of time. When creating an institution as complex as EERC, a clear effective governance structure is essential to provide depth to management and to protect against many of the risks that the program faces. The size and complexity of the tasks that the Eurasia Foundation management team was conducting should not be underestimated. Going forward, the tasks facing the Board and management of EERC are at least as large and complex, and will require strong leadership on several levels.

7. Program Expenditure

This section reviews expenditures to date in light of future funding and support needs.

Since 1998, when EERC Ukraine had two full-size classes enrolled, the program has spent $1 million to $1.5 million per annum in direct program costs in Ukraine. Overheads, indirect costs and the separate research centre activities have absorbed between $400,000 and $800,000 per annum. Annex 0 outlines EERC's historical and projected costs.

By 2002, costs in all areas were on a downward trend that was projected to continue. Direct costs in Ukraine were $1.15 million and overheads plus research were just over $500,000.

There seem to be three main factors bringing down direct program costs in recent years: the end of a start up period (which entailed a range of non-recurring costs), replacing foreign faculty with faculty from Ukraine or the region, and a tightening of the administrative budget, in part by taking advantage of synergies with NaUKMA.

During the start up period, there were substantial costs due to the facilities renovation and purchase of equipment. Also, foreign staff were engaged to perform tasks that can now be performed by local staff, in particular the position of Program Administrator.

While Western-trained Ukrainian nationals expect substantially higher pay than those who have not been trained in the West, there is clearly a savings by bringing on these more junior faculty, who may not require support for living costs or "hardship." At the same time, there is a clear limit to these savings. For the foreseeable future, Western instructors –perhaps to be named Visiting Faculty – will play a key role in differentiating EERC, building local capacity, and creating an academic environment attractive to newly-trained Ukrainian PhDs. Compensation for the Western-trained Ukrainian nationals needs to be at a level that reflects their opportunity costs. The package for Valentin Zelezyuk, the first Western-trained Ukrainian national to come back to Ukraine to teach at EERC, reflects these needs with stipends for conference attendance and other benefits.[8] The research and outreach centre will play a role in diluting this tension between the cost-consciousness that in part drives the hiring of Ukrainian nationals and the need to provide a productive and stimulating work environment and financially sensible package.

We did not carry out a financial or operational audit of the program, since this was outside our terms of reference. We came away with the impression, however, that for the most part costs incurred in Ukraine were reasonable. Even allowing for the facilities upgrade, the plateau in expenditure from 1999-2001 could have been been curtailed more quickly, but certainly by 2002 some needed scaling back began. Again, we raise a reminder for care in cutting the costs too far, not only compensation for Ukrainian nationals who are teaching, but also on student benefits, particularly related to assistance in preparing and submitting PhD applications and internships. These costs, small relative to the budget in its entirety seem to have great significance for the students and are certainly linked to key aspects of the program's success and impact.

[8] This is entirely logical and necessary, and we support this approach. It does, however, mean that costs are not as low as they might be if the teaching were done only by those trained in Ukraine. It would be impossible, however, to maintain the quality of the degree without teachers trained to an international standard.

We recommend a careful watch on the "EERC Indirect Costs" now termed "EERC Organizational Costs." The budget projections we examined in July 2003 did make provision for a US-based fund-raising function, but the costs of this position would need to be considered relative to the funds raised, as well as the feasibility of part-time fund-raiser? In addition, if there is still a need for US-based oversight of financial flows within EERC (because of donor requirements), some consideration needs to be given to how a Kyiv-based Program Director would interact with such an oversight process.

EERC has done an impressive job in raising local funds. The Interpipe Group and the National Bank of Ukraine are making substantial commitments. This positive trend needs to continue and grow.

Annex 0 shows EERC's projected income, as of early August 2003. By 2006, local source of funds are expected to provide about 1/3 of the Ukraine-based teaching program costs.

The figures in italics are not confirmed. The treatment of the tuition figures is also incorrect as tuition "revenue" will be, as in the note, "paid by the consortium" though this expense did not seem to be reflected in the total program expenditure figures.

Overall these figures reveal an anticipated funding gap for 2004. This figure will be higher with correct treatment of the "tuition." Furthermore, the EERC Indirect Costs of over $200,000 are not included. For the following years, it would be fair to say that gaps of a similar size are likely to appear.

The message to donors from this analysis is that EERC seems to be running a reasonably tight ship that can certainly be monitored with the correct governance in place. At the same time, while local funding for the program is growing, it is not yet sufficient to place the program on a sustainable basis. If there is a continued need for foreign donor funds for some years to come (and we suspect there will be), this does not indicate failure on the part of EERC, but merely the gap between conditions in the country and the desires on the part of many to see economic reform in Ukraine progress more quickly. We return to this the issue of the balance between local and non-local funding in section 8.5 below.

8. Program Directions, 2003

The most immediate questions facing EERC are described in the Program Management section above. Working out the legal entity that will house EERC was at the time of this writing the highest immediate priority in order to secure simple continuity of operations in a legal way. With the governance in place and the search for the Ukrainian manager underway, the program has several strategic priorities over the next few years.

We believe that the Program must address five key issues over the medium term:

- Integration of the EERC Program with its host institution NaUKMA
- Closer and sustained engagement with the policy process in Ukraine
- "Evangelism" and Outreach– spreading the word about modern economics to a wider range of teaching institutions in Ukraine, in particular in peripheral regions, and assistance to these institutions in improving their curricula and standards of teaching in economics
- Retention The need to attract back to Ukraine the graduates of EERC (as well as other good quality economics programmes), who are increasingly seeking to improve their skills through advanced training abroad.
- Achieving a sustainable funding mix

Progress on each of these issues is essential for the achievement and sustainability of EERC's long run goal, namely "to create a sustainable local capacity for teaching and research at internationally recognized standards, which would contribute to an improved quality of decision-making in Ukraine, in both the public and private sectors."

8.1 Integration

Integrating the EERC Program with the activities of its host institution NaUKMA has clearly represented the most challenging of the Program's initial goals and has been the least successful aspect of the Program's activities to date.

Beginning in 2002 there has been a renewed emphasis on "localization" or "indigenization". An "Action Committee" has been formed by EERC and NaUKMA, and this committee has set out a detailed plan for the transfer of functional responsibilities from EERC to NaUKMA. Such a plan is an essential part of the localization process, but we think such detailed plans are more likely to be successful if they are informed and guided by a somewhat more explicit vision of the ultimate goal of localization, and are accompanied by a clearly articulated strategic vision on the part of the host institution.

The integration plans almost universally suggest that EERC change and adapt in very concrete ways, but make few demands for any substantial change in the behaviour or performance of the NaUKMA Department of Economics. Indeed, we have been struck by the imbalance between the detailed strategic planning undertaken by EERC, and the absence of any comparably detailed vision on the part of NaUKMA of its medium term vision and goals for its graduate program or its department of economics.

The reasons for this imbalance are partially historical. In its first years, EERC chose to focus on the already complex task of building the masters program itself. Influencing the Department's own approach to teaching and research would have been difficult, at best, and could easily have been taken to be outside the "terms of reference" of the EERC project itself, or at least low priority. Additionally, of course, EERC has had greater opportunities to formulate new and risky initiatives and the resources necessary to pursue these initiatives.

We believe, however, that this imbalance is unhealthy and likely to reduce the chances of a successful transition to a locally owned and managed program.

To be fair, it is worth noting that the EERC program has achieved at least as much more integration into its host institution as NES in Moscow, even though NES is several years older. Further progress is being made through the localization programme, and so our recommendations in this regard are designed to facilitate this process by clarifying its long term goal and how this can be achieved. It is also worth noting that the financial pressures facing the programme in recent years have meant that less attention has been paid to localization that might otherwise have been the case: an easing of these funding pressures will, conversely, allow localization to proceed more quickly.

In particular, there are some indications that the Department is falling behind comparable programs in Ukraine. Official salaries for its instructors are, for example, 50-100 percent lower than those at Taras Shevchenko's Economics Department. In addition, our discussions suggested that NaUKMA's Department of Economics is not perceived to have a strong core faculty or to be involved in either academically innovative or policy relevant research. Certainly, it has not evolved into an environment that could be called a comfortable home for EERC, much less one with much to offer in return — beyond the, admittedly very important, NaUKMA brand and status and the ability to facilitate official accreditation of the EERC Program.

NaUKMA is currently conducting a three-year planning exercise for the entire university. According to Dean Morenets, the Department will need to submit its own medium-term plan in the autumn. In our interviews, we did not find evidence of a clear and consistent vision for the Department, nor any evidence of its preparation to assume the role of an active and dynamic partner for the EERC Program.

The "action plan" sets targets for numbers of Ukrainian citizens to teach at EERC, and passes administrative responsibility to the Department in various stages. We have not been able to find a clear well conceived higher level strategy that shows the Department's strategy and how activities leading to these goals dovetail with the proposed integration of EERC.

EERC can react in two ways to this situation. A "safe" approach might be to operate relatively autonomously in order to ensure the smooth operation and delivery of a high quality masters program in economics. This scenario would entail operating more or less independently of the department of economics, reporting directly to the university's graduate school. In this scenario, the program would aim to have a relationship to NaUKMA similar to that of the Academy's MBA program.

This approach has a number of clear advantages, the most important being that it would be relatively easy to ensure the continued high quality standards of the Program. It does, however, have a number of significant drawbacks. The first is the awkwardness of running an

MA program at NaUKMA which is not well integrated with the undergraduate teaching or the doctoral program of NaUKMA's own Department of Economics. In this respect, the example set by the NaUKMA relatively autonomous MBA program is somewhat misleading, since MBA programmes are more "free standing", without such strong linkages to undergraduate teaching or doctoral training.

The alternative is to aim for deep integration with Department of Economics at NaUKMA, rather than just "indigenisation" or "Ukrainianisation". We believe that this is a more promising approach in the longer term. In order for it to be a realistic option, however, we think that the Department must articulate more clearly its own vision for its development, and to specify how a partnership with the EERC Program will help it realize this vision.

Is there a way that EERC can foster the evolution of a more ambitious strategy for the Department? Following our discussions in Kyiv, we have outlined the elements of the kind of plan we would have liked to have seen from the Department, one that would have given more confidence that the partnership between EERC and the Department would be one of greater mutual interest and a more balanced partnership. We suggest that this plan not be circulated directly to any of the staff or management of the Department, as it is important to be able to assess the degree to which they have genuinely taken on board the need for such an organizational development strategy (rather than just feeding back these ideas as a well-intentioned but meaningless gesture of good will).

Table 9: An Illustrative Development Program for the Department of Economics

Current Status		
The Department consists of 9 regular faculty, and 25 part-time faculty. The regular faculty teach at least 2 courses per year, on average, and are involved in thesis supervision (undergraduate and graduate), of at least 3 to 4 theses per year, on average. Of the regular faculty, 2 have been certified to teach in the EERC program, and 1 more has been nominated to serve in that program.		
Five-Year View		
Composition of Faculty	A key goal over the next five years could be to increase the number of regular faculty and decrease the number of part-time faculty. Building a core of "permanent" ("postoyannie prepodavateli") academic staff would raise the department's reputation within Ukraine, as well as on the international stage.	EERC can help the Department greatly in achieving this goal, by jointly hiring with the Department one full-time faculty member each year for the next 5 years. At that point, the Department would have a faculty of 14 regular faculty, and will need depend on no more than 15 part-time faculty, a much more desirable ratio than at present. In addition, the newly hired faculty would automatically be certified, making certified faculty a majority of the Department's faculty, rather than a minority as at present. Eventually, all regular faculty in the Department should be certified to teach in EERC.
Research Activity	Over the next 5 years, the Department should build up the level of research activity it conducts. Acceptance on programs of international conferences such as European Economic Association, and the European Sections of the Econometric Society, the Public Choice Society, and the Economic Science Association are among the goals. Publications in refereed journals with international scope, such as the journals published by the above associations (European Economic Review, Econometrica, Public Choice and Experimental Economics respectively) are also part of this plan	In this regard too, EERC can help the Department. First, EERC can open the activities of its newly funded Economic Research and Outreach Center (EROC) to the Department's existing faculty. Access to this facility will raise the number of faculty involved in high quality research. In that way, the faculty will be in a better position to have their papers accepted for presentation at international conferences, and eventually, into internationally refereed journals. This activity will raise their visibility inside Ukraine and on the international level, as well as making them more valuable assets to the economics profession of Ukraine, to KMA, and to the Department.
Upgrading the Aspirantura	Flowing from a stronger faculty and increased research, there is an opportunity	For this development, it is crucial that the MA offered by EERC

	to upgrade the current aspirantura to a credential more widely accepted in Europe and North America. A target could be set, of perhaps 10 years, make sense to evolve the KMA's economics aspirantura into a full-fledged Phd program, with a credential fully accepted on the international market for PhDs in economics.	become also an MA degree within the Department of Economics. Moreover, the resources of EERC must become available to the aspirantura program, immediately enhancing its effectiveness and product, and ultimately providing the material basis for the PhD program.
Conclusion/Context		
In Ukraine, in every place but NaUKMA, it would be pie-in-the-sky to want 50 percent more regular faculty, international-level research, and a greatly enhanced graduate program within 5 years. In the NaUKMA Economics Department, with EERC and its EROC in the building, this is a dream that is feasible, and that could come true with the right integration process.		

8.2 Engagement with the Policy Process in Ukraine

Bearing in mind the age of the typical EERC graduate (mid to late 20s) and the slow pace of institutional reform in the Ukrainian government, we must set our sights appropriately when judging the kind of direct impact the program could have had on policy-making in Ukraine.

As noted above, only a handful of students have gone directly into government following their EERC MA. Those that we met had been in government before studying for the MA, and even they are finding that, having overcome the issues of salary and promotion structure, they are not spending much of their time on economic analysis, due to low demand. For most students, the low pay structure is an insurmountable obstacle even if there was interesting work.

A large number of students are in think tanks. There their skills are fully appreciated and effectively utilized. On the job, they learn from Ukrainian professionals how to apply their theoretical knowledge to local conditions. At the same time, they often have support from Western academics in developing their theoretical knowledge further as well.

EROC (EERC's planned research and outreach center) is one of EERC's greatest and most immediate opportunities to increase its policy relevance. Here we anticipate a meeting of Western researchers, Western trained Ukrainian researchers and influential Ukrainian professionals who are immersed in the local "scene." A number of the Center's activities could enhance EERC's profile and presence in the Ukrainian policy community:

- conducting research at the request of government ministries.
- involvement of Ukrainian professionals who already actively advise the government in research teams alongside EERC instructors, particularly those EERC and NaUKMA seek to retain longer term. Inclusion of EERC students as junior members of these teams
- professional gatherings for economists
- "executive education" courses for government officials
- an enhanced publications program, which takes advantage of the more policy relevant output produced by EROC in order to raise the profile of EERC in the policy community and to spread its thinking and extend its influence further afield in Ukraine.

We met several government officials (for example Valeriy Tasplin) who would be happy to commission work through EROC. Managers of the think tanks confirmed that these requests were likely to be genuine and serious. Some ministries seem ready to commission research which would meet EERC's quality standards. With other potential clients, there might be a need to educate the client in order to persuade them that more careful and rigorous research is likely to yield benefits to policy-making.

Involvement of Ukrainian professionals who are active in policy but not fully Western-trained would help build the bridges that EERC needs to facilitate its greater goal of creating a modern economics profession. These individuals would lend the credibility that

commissioning government ministries would seek. Professional gatherings, executive education and more emphasis on publications would also build these bridges.

The other main opportunity for greater policy relevance is offered by the recent decision of the National Bank of Ukraine to provide up to 18 two-year scholarships. These scholarships require students to work at the Bank for several years following graduation and will include additional coursework on banking topics. Having up to 18 students with a stronger focus on policy issues will itself change the nature of the program to some extent. EERC is approaching other ministries for similar programmes though the likelihood of success is uncertain at this time.

There are also measures EERC can take, at the margins, to improve the likelihood that its graduates will be more attuned to the Ukrainian market.

- Adding an optional course on interpreting Ukrainian data (perhaps at the expense of the required course in logic)
- Continuing to build new relationships with employers
- Including more Ukrainian case studies in the curriculum

It is worth bearing in mind, in discussions of policy engagement, that such engagement will play a vital role in attracting local (i.e. Ukrainian) financial support for the Program in the coming years.

8.3 "Evangelism" and Outreach

We believe that the Program needs to intensity its outreach activities, in order to "spread the word" about modern economics to a wider range of teaching institutions in Ukraine. With such evangelism, the Program, even if fully integrated into NaUKMA risks remaining an island of high quality teaching in an ocean of mediocrity.

Here we recommend that EERC take up again the recommendations for an outreach program which were prepared in 2001.[9] Revisiting and updating this study would require only a modest investment of resources, and could yield a number of possible initiatives which would broaden EERC's impact on the teaching of economics in Ukraine. One such initiative might be an annual "summer school" for teachers of economics in Ukraine, which could offer advanced instruction in particular fields, along with assistance in developing new courses in these fields.

8.4 Retention

There is a clear need to attract back to Ukraine the graduates of EERC (as well as other good quality economics programmes), who are increasingly seeking to improve their skills through advanced training abroad.

We believe that EERC has already taken a number of valuable initiatives to ensure that those who have left to study abroad maintain their ties with Ukraine, its economics community and

[9] "Improving the Quality of Economics Teaching in Ukraine: Some Ideas for an Outreach Program" August 2001.

Ukrainian policy issues. The Program has, for example brought back several students enrolled in US doctoral programmes to teach on the MA program. This is a valuable step, but we think more can and should be done.

The Research and Outreach Centre, for example, can provide opportunities to access data and carry out substantial research projects. An active Centre can thus play a key role in attracting back those studying abroad, and we recommend that its activities be expanded to provide as many opportunities as possible for returning Ukrainian doctoral students.

The Program's activities have focused to date on maintaining links with its own graduates studying abroad. We note that other university departments sending graduates abroad for advanced study. We recommend that EERC extend its networking activities to encompass these students as well, creating a broader network of students studying outside the country. The modest additional cost of this activity will be more than repaid by the benefits to the nascent Ukrainian economics community.

8.5 Funding

As noted above, EERC's accomplishments in securing foreign and local sources of funding are impressive.

During our site visit and agreement seemed to have been concluded with the National Bank of Ukraine (NBU) to fund as many as 18 students for two years. For the coming academic year, two students will be funded in this manner. Victor Pinchuk, a member of parliament, the director of Interpipe, a large industrial company, and a member of the President's inner circle, had committed $100,000 for two years. EERC alumni had also provided the funds for one scholarship.

At the same time, the gap noted in the financial section above needs to be addressed.

Given the time to required to establish EERC, we do not consider its need for continued external support to be in any way a surprise or an indication of failure. In our view the program should by any standards be considered a success, and in the circumstances of Ukraine, an outstanding success.

The task now is to build on this success and ensure that it is locally owned and sustainable. The institution to be built is substantial and its mandate broad. Furthermore, given the slow pace of change in Ukraine and the failure of imitations of EERC to emerge, it could be argued that it is in the foreign donors interest, as well as that of those in Ukraine, to continue to support EERC so that it is able to take up the broad portfolio of activities originally envisaged, with outreach, research, contribution to government policy making, as well as its exemplary teaching program.

Our impression, based on conversations in both Ukraine and Russia, is that the willingness of private individuals and corporations to fund education and research is growing, perhaps reflecting the strong economic growth and healthy corporate profits in recent years. The donation by Interpipe is one example of this willingness, and Victor Pinchuk was of the view that other donors would step forward if approached in the right way: he suggested that businessman who are also members of parliament were likely to have some interest in public affairs and so were potential contributors.

Private sector funding of this kind does, of course, raise issues of governance and control, which are best addressed *before* problems occur. For this reason we recommend that the Board should have no direct involvement in the teaching and (in particular) the research activities: this should be the responsibility of the academic subcommittee described above. In addition, we recommend that the Board's charter should make it clear that the Board has no right to exercise prior scrutiny of EERC publications or the output of its research programmes. In addition, we recommend that EROC publications (as well as other EERC publications) bear a disclaimer with wording similar to that used by the National Bureau of Economic Research and the Centre for Economic Policy Research. The CEPR policy is described as follows:

> *"The Centre is pluralist and non-partisan, bringing economic research to bear on the analysis of medium- and long-run policy questions. CEPR research may include views on policy, but the Executive Committee of the Centre does not give prior review to its publications, and the Centre takes no institutional policy positions. The opinions expressed in this report are those of the authors and not those of the Centre for Economic Policy Research"*

Such a disclaimer, and the rules described above, cannot not prevent attempts by the Board to exercise undesirable influence over the substance of EERC's activities, but they will at least create the presumption that such interference is wrong and improper.

We believe that the Program will require some support from funding sources outside Ukraine, at least for the next decade. In practice, much of this support will need to come from donor agencies. In approaching donors, we believe that it would be helpful to present a justification for continued donor support [which we hope this document will help provide], and for an appropriate mixture of local (Ukrainian) and international funding. The principle we propose is straightforward: that Ukrainian sources of funding should support the costs of a good quality Ukrainian program, and foreign sources the cost of raising the quality of this program from Ukrainian to international standards. More precisely, we recommend a target for Ukrainian sources of funding (including in kind support from NaUKMA) sufficient to support a program costed using the same inputs as are used by a high quality MA programmes at other universities in Ukraine; and that international donors should support the additional costs of the program, i.e. the expenditure necessary to lift the program from the level of its best Ukrainian competitors to the international standing it enjoys at present.

9. Summary of Recommendations

9.1 Programmatic - Consolidating a Remarkable Success

Student Recruitment: Broader institutional public relations to widen the circles of people who think highly of the program, and directed use of EROC to raise the profile of the ideas generated by EERC students and researchers amongst government officials.

The Program has done an excellent job in creating an open and recruitment process and building a profile for the program among teachers and students in Ukraine. In particular, it has maintained a reasonable regional balance in its admissions, and has been successful in offsetting the potential bias towards students from Kyiv. There may be a temptation to reduce costs by cutting back on recruitment activities but we recommend that resources devoted to this activity be maintained at their current level.

EERC could, however, supplement existing recruitment efforts by achieving a higher profile among the informed public. Our survey respondents and focus groups indicated that at the moment EERC's profile is that of an educational institution, and as a result, it does not attract widespread media attention. The new Economic Research and Outreach Centre (EROC) could play an important role in raising EERC's profile as a player and contributor to public policy debates, which would attract more attention from potential students (and from potential funders). We recommend that EROC's potential to raise EERC's profile in Ukraine be exploited as soon as the Centre begins operations.

Tuition Fees: Keep a close eye on the effect tuition fees have on the numbers of applicants and the overall perception of the program, and use clear messaging in public statements to inform of the availability of merit-based scholarships.

The introduction of tuition fees, while desirable on other grounds, may have the effect of concentrating the student intake on Kyiv (as well as other high income regions) unless scholarships are provided or student loans are readily available. We recommend that the impact of tuition fees on the characteristics of the students who apply to the Program, and those who accept a place on the Program be the subject of careful analysis over the next three years. Among the characteristics which should be studies are geographic origin, family income, and gender.

The introduction of tuition fees may also contribute to a perception that admission to the Program is governed by ability to pay rather than merit. We recommend that the publicity and recruitment material emphasis the merit-based selection procedures, and the availability of scholarships.

Scholarships are a partial answer to some of the difficulties created by tuition fees, but if universally available, would defeat the purpose of introducing tuition fees. We recommend that high priority be given to the current efforts to launch a student loans program with the backing of IFC. A similar initiative is already underway at NES in Moscow: we recommend that the two institutions compare notes and discuss whether there is any potential for collaboration.

Admissions: Hold periodic external audits to ensure continued fairness and openness in admissions procedures

The Program, along with NaUKMA itself, enjoy and enviable reputation for honest admissions and assessment procedures. This has made an important contribution to the reputation of the EERC's MA, both inside and outside Ukraine. This is a precious asset, which the Program must safeguard. Scrutiny by the IAB and the Academic Director should be sufficient to safeguard the integrity of the assessment procedures. We do, however, recommend that as localization proceeds, the admissions procedure in particular be subject to random external audits.

The Teaching Program: Ensure that the recruitment of instructors is through competitive selection process, open to all teachers of economics in Ukraine, well-publicised in Ukraine and amongst Ukrainians with western training. Include more Ukrainian examples and data in the curriculum and strengthen the elective course on transition economies

There is overwhelming evidence of the high quality of the teaching program, both within Ukraine and among economics departments in North America and Europe.

The organization of the teaching into very short mini-terms, while completely understandable as a way of recruiting good teaching staff from outside Ukraine, does nevertheless lead to some lack of continuity among the teaching staff. This problem should diminish as the reliance on Western teachers falls, but in the short term we recommend that more reliance be placed on "class teachers" (i.e. not the lecturer). If these class teachers were based in Ukraine, and so present for longer periods, they might provide some of the continuity for the students.

The Program has been and remains heavily reliant on academics from North America or Europe to carry out most of the second year teaching and thesis supervision. While expensive, this is, ironically, the source of some of the Program's prestige and high reputation. Replacing these academics with staff based in Ukraine may result in a decline in the Program's prestige even though the quality of the teaching remains unaffected. We recommend that the appointment of Ukrainian based teachers for the Program be based on a competitive selection process, and one which is open to teachers at any institution, not merely NaUKMA. In addition, publicity and recruitment materials should highlight the open and highly competitive process by which teachers are selected.

While the high academic quality of the Program was almost universally recognized, some concerns were expressed about the lack of Ukrainian illustrations and examples in some of the teaching material, as well as the lack of instruction and practical experience in gathering and interpreting data in the Ukrainian context. We think the introduction of locally based class teachers will make it easier to provide more Ukrainian examples and illustrations. We also recommend the introduction of a two- or three-day course on the collection and intelligent use of Ukrainian data at the conclusion of the first year.

Concerns were also expressed that students on the Program were taught very well the economics of a market economy, but were taught less about the conditions under which a market economy functions properly. A course in transition economics is offered as an elective course in the second year. We recommend that this course be made compulsory, and

that it be broadened to deal how the theory of markets should be applied when the conditions for a market economy to function are not in place.

Internships: Continue to raise funds for these and identify new opportunities for students. Internships often lead to employment for graduates and also build links into Ukrainian society

Internships offer the students a valuable and much appreciated opportunity to acquire practical, hand on experience in gathering and analysing data, as well as (in some cases) exposure to and involvement in public policy discussions and debates. Fundraising efforts will, of course, be aimed at obtaining the support which will allow the Program to continue. We recommend, however, that every effort be made to obtain funding for the internships program so that it can at least continue at is present level or expand to provide (funded) opportunities for every student.

Theses: Introduce Ukrainian advisors (in addition to Western ones) wherever possible

The requirement that each student submit a satisfactory thesis in order to obtain his or her degree is generally viewed as an essential part of any good quality postgraduate degree, even though the survey respondents did not feel the thesis assisted them in obtaining a job or a place in a graduate school. In part this may reflect the criticism of the teaching program, that it did not provide enough training in collecting and interpreting Ukrainian data. We recommend that wherever possible, each thesis has a local supervisor, who may be more familiar with local data sources and their interpretation. In order to work effectively with the student, such a local supervisor must also be well versed in modern economics. Such people are still rare in Ukraine, but we think they should be enlisted as thesis supervisors whenever this is possible.

Program Size: Allow the program to shrink if opportunities for graduates are saturated

Many graduates pursue further studies in doctoral or MBA programmes abroad. Others remain in Ukraine, working in policy research institutes and in the private sector. Few work in the government. There are only a limited number of think tanks, and most of their staff are already EERC graduates. Opportunities in the private sector are likely to grow in the medium term, provided the economy continues to do well. Opportunities for professionally rewarding careers in the government will emerge at some stage, but there are no signs that this will happen in the short run. The program should therefore remain at its present size of 100 students (50 in each year) or even contract slightly to say 80 students. Expansion should only be considered when there is evidence that opportunities in the private sector or the government are likely to increase significantly.

Ensuring Good Governance: Much work ahead to replace the Eurasia Foundation's project-oriented management and oversight with a governing board that will exercise fiduciary responsibility and oversight; provide strategic guidance; facilitate fund-raising; and uphold the high academic quality and reputation EERC has achieved.

Initially, governance for the Program was provided by a Board on which most members of the Consortium were represented. The Eurasia Foundation played a key role in the operation of the Board, and the Program Director based at the Eurasia Foundation's Washington offices reported to the donor board. More recently, the Board seems to have played a less structured

and formal role, and in practice, senior management from the Eurasia Foundation, along with senior officials from NaUKMA, seem in effect to have played the role of an executive board.

The Program faces a number of daunting challenges over the coming years, as it seeks to transform itself from a donor-funded and led project to a donor-funded local institution. This involves implementing the very complex and demanding "indigenization" plan set out by the Action Committee, choosing a new Ukrainian Program Director, and setting the Program on the path to financial sustainability.

For these reasons, we recommend that the immediate steps be taken to set these governance structures on a sound footing. In particular we recommend that:

- a board charter and mission statement be developed as soon as possible: these should be modelled on best practice in the university and non-profit sector
- the board's responsibilities be clearly and explicitly formalized before the end of 2003
- the composition of the board is an important issue, and we recommend that it include representatives of the donor agencies which are supporting the program, senior officials from NaUKMA, as well as local stakeholders, such as leaders of policy research institutes, or enterprises based in Ukraine. In addition, the new board would clearly benefit, especially in its first years from the presence of those who have experience in leading and managing non-profit organizations in transition economies. In addition, the board's procedures should specify the succession policies for board members, and this should be the responsibility of the board's search sub-committee (see below).
- It is essential that the Board is actively committed to exercising its fiduciary and oversight roles. This requires in the first instance that board meetings be scheduled on a regular basis, that they be held as scheduled, and that involve a most of the Board members (over and above the requirement that the meetings be quorate). We recommend that an EERC administrative officer be given the specific responsibility of acting as the Secretary to the Board, with responsibility for arranging meetings schedules, circulating the required papers and minuting decisions taken during the meetings.
- The main board cannot efficiently discharge all its responsibilities without the assistance of sub-committees (which may co-opt individuals who are not members of the Board for specific activities). We recommend that the Board's charter specifies at least three subcommittees:
    - Finance and audit
    - Search (to include recruitment of senior management as well as replacements for departing Board members)
    - Oversight of the teaching and research program.

  The role of the third sub-committee, which would oversee the teaching and research program, deserves particular attention. At present, responsibility for ensuring the academic quality of the teaching program rests with the Academic Director and the IAB. In due course the role of the Academic Director is likely to be subsumed within

the responsibilities of the Ukrainian Program Director. The Ukrainian Program Director will, however, still need continuing advice on the changes to the teaching program, and assistance in locating suitable teachers for particular courses.

Here the International Advisory Board will continue to have a vital role to play. In our view, the IAB has played an essential role in the success of the Program to date: without its steadfast adherence to the principle of high quality teaching of modern economics, the Program would not, for example, have been able to place so many of its students in leading doctoral programmes abroad, or in policy research institutes in Kyiv. We strongly recommend that any new governance structure be designed to ensure that the IAB (or its successor) can continue to play this vital role.

At present the IAB is responsible for overseeing the contents of the teaching program, for accrediting those who teach on the Program, and ensuring that the standards for selection of new students and the assessment of existing students are sound. We recommend that the IAB be reconstituted as the sub-committee of the main Board. We also recommend that its chair sit on the Board. (As a practical matter, however, not all its members can sit on the main Board, which needs to be smaller and actively engaged over a wider range of issues.)

We recommend that this sub-committee be given responsibility for oversight of both the teaching program and the research and outreach centre. We think it is important that it supervise both teaching and research. Otherwise, there will be tendency for the two sides of EERC's activities to develop in different directions, possibly adopting different quality standards. In our view this would be dangerous and potentially divisive: given oversight of both teaching and research to one body will help ensure that the two programmes are properly coordinated, that consistent quality standards are applied to both teaching and research.

At the same time as the board's responsibilities are clarified, the responsibilities of senior management to the Board must also be made formalized. We suggest that the board adopt the practice of considering and approving, each year, an annual plan of work and a financial budget, submitted jointly by the Program Director and NaUKMA. The board should then receive reports on a quarterly basis on the financial and operational aspects of the plan's implementation.

9.3 Management: Identifying the Next Generation of EERC Leadership

Identify and recruit the new Ukrainian Program Director as soon as possible to overlap with the Western Program Director

The selection of a Ukrainian Program Director is one of the most important steps in the transition to a sustainable local institution. Strong leadership will be essential: the Eurasia Foundation (along with other donors) is stepping back from direct involvement in the Program. There is strong support for the Program at the highest levels within NaUKMA, but they cannot provide the academic leadership which the Program requires, and which can only come from a member of the economics profession. Nor is it likely that such leadership will emerge from the Economics Department at NaUKMA. The Program will have to identify and

recruit such an individual itself, and the Board must take this on as one of its key responsibilities in 2003 and 2004.

There is a strong consensus on the characteristics of the ideal candidate: a Ph.D. from a Western doctoral program: good connections with the international research community in economics: a long-term commitment to Ukraine, and the willingness to devote time and energy to securing financial sustainability for the Program while retaining its distinctive high quality, and more generally building a sustainable and strengthening economics education in Ukraine. The ideal candidate will be difficult to find, and we recommend that the Board's search sub-committee adopt this as its highest priority for 2003.

9.4 Integration with NaUKMA: Beyond "Indigenisation" or Localisation

Relationship with NaUKMA: Consider the process one of "integration" rather than "indigenisation" so that the NaUKMA Economics Department is pushed to bring the quality of its curriculum and faculty closer to the level of EERC

The Program is already committed to a process called "localization" or "indigenization", which involves integrating the Program more fully into the structure and activities of its host institution, NaUKMA. While the Action Committee has produced a very detailed description of the process by which integration will take place, we are concerned that there is still insufficient clarity as to the end result of this process. We have identified two possible models of integration. In the first, the Program maintains a large degree of autonomy within what is in effect NaUKMA's School of Graduate Studies (along with the MBA Program, for example). In this model the Program reports "upward" within NaUKMA to the Dean of the Magisterium. In the second model the Program is fully integrated into the NaUKMA Department of Economics from both an academic and administrative point of view. The first option is the safer choice, since the higher degree of autonomy makes it easier to guarantee the maintenance of high academic standards. The second option, integration within the Department, is much riskier, but we think that, for a variety of reasons, it is more desirable as a long run solution. First, giving the Department responsibility for undergraduate teaching and doctoral teaching, while a separate program teaches the MA is awkward: in this respect the MBA Program, which is more self-contained, is not a good example. Second, the ultimate goal of the Program is to ensure that the values which it stands for –research and teaching which meets international quality standards – enter the mainstream in Ukraine, and are adopted by the majority of universities and research institutes. The prospects of the Program entering the mainstream in Ukraine are dim if it is unable to enter the mainstream within NaUKMA. We therefore recommend that integration with the Economics Department be adopted as the ultimate goal of the Program, but that such integration is only pursued if the Economics Department is able to present a detailed and credible plan for its own organizational development, with clear and observable targets for improvements in the quality of its teaching and research. The plan must also present a clear vision for the future of the Department, and the ways in which the EERC Program can help it realize its goals.

Recruitment of Western-trained Ukrainian Instructors: Make the competition to teach at EERC well-publicised and prestigious, and actively recruit from existing lists of Ukrainians who have trained abroad in economics.

The Program has sent many of its graduates to leading doctoral programmes in North America and Europe. These students are only now on the point of graduating and taking up teaching positions in universities. EERC has already recruited some of these students to teach on the MA Program, and has plans to increase this number in the coming years. We believe that the Program has thus already done much to address the issue of retention and the brain drain. With the launch of the Research and Outreach Centre, it will be able to provide additional opportunities to carry out empirical research in Ukraine, using new Ukrainian datasets. It makes sense to offer these opportunities not just to EERC graduates, but to those who have graduated from other Ukrainian universities: to this end, we recommend that the current and commendable efforts to maintain a database of Ukrainians studying economics abroad should continue and even intensified.

9.5 Maximizing EERC's Impact on the Policy Process

Given the circumstances in Ukraine, the program has made good inroads into the policy process. Greater policy impact is more likely to come with the launch of the EROC, provided it actively engages with senior Ukrainian professionals who already advise the government and seeks government orders for research.

Influencing policy in Ukraine presents a daunting challenge. With low wages and unrewarding work for recent graduates, civil service employment does not appeal widely to graduate of any of the good economics programmes in Ukraine with which we are familiar. Under the circumstances, we would argue that the Program has a significant impact on the policy process in Ukraine through the Western-oriented policy institutes which almost entirely staffed by EERC graduates. We believe, even with the benefit of hindsight, that the correct policy was to ensure that its graduates are trained in the best doctoral programmes abroad for medium-term effect, and in the short run, by providing many of the staff on which Kyiv's policy research institutes rely. It might be argued that the impact of civil society on Ukrainian policy making is limited and sporadic, and it would be difficult to dispute this claim. To the extent that Ukrainian civil society has had an impact on policy, EERC as already played an important role, and promises to play an even more important role in the longer term.

Nevertheless, there is more that can and should be done to engage EERC more closely with the policy process in Ukraine. The Economic Research and Outreach Centre (EROC) will play an essential role in any closer engagement, and for this reason alone we think the success of EROC will be crucial to the success and sustainability of EERC in Ukraine. We recommend that the centre, once properly established, give some emphasis to engaging government ministries as partners in research, either by conducting research at the request of ministries, or (more promisingly) by approaching potential research funders jointly with a ministry, with EROC carrying out and delivering research which will benefit the ministry.

We recommend that such research teams should involve, wherever possible, on the one hand, senior Ukrainian professionals who are actively engaged in advising the government and on

the other hand, EERC students as junior members of the teams. We also recommend that the Program explore the possibility of offering "executive education" courses for government officials. These courses, which take place in the evening and could be of short duration, would offer an opportunity to build closer contacts with between EERC and the policy community.

9.6 Building a Sustainable Community of Economists in Ukraine

Evangelism and outreach: With appropriate earmarked funding, EERC is uniquely positioned to have a great impact on the teaching of economics throughout Ukraine.

The Program faces a daunting series of challenges over the next 3 to 5 years, as it seeks to transform itself into a locally based institution. During this period there will be a temptation to focus scarce funds and managerial resources on the teaching and research. While understandable, we think this should be resisted, and that some level of outreach activities should continue, if only to signal that the Program is committed to improving standards throughout Ukraine, and not merely at one institution. The fact that there is little evidence of EERC having a demonstration effect on the teaching of economics in other institutions in Ukraine points to the need for more directed, reasonably-funded training efforts. As a local institution, EERC has the capacity to provide wider-scale training and possibly more immediately relevant activities than relatively prominent the exchange programs that bring Ukrainian professors to Western academic institutions. We therefore recommend pursuing some of the suggestions for outreach activities made in the September 2001 report.

9.7 Funding: Finding the Balance Between Local and International Support

Sustainable funding mix: Communicate to foreign donors the justification for a longer-term commitment to EERC, while continuing to be a leader in innovative approaches to local funding from private companies to student loan programmes.

As noted above, EERC's accomplishments in securing foreign and local sources of funding are impressive.

During our site visit an agreement seemed to have been concluded with the National Bank of Ukraine (NBU) to fund as many as 18 students for two years. For the coming academic year, two students will be funded in this manner. Victor Pinchuk, a member of parliament, the director of Interpipe, a large industrial company, and a member of the President's inner circle, had committed $100,000 for two years. EERC alumni had also provided the funds for one scholarship.

At the same time, the gap noted in the financial section above needs to be addressed.

Given the time to establish EERC, we do not consider its need for continued external support to be in any way a surprise or a negative mark on the program. The institution to be built is substantial and its mandate broad. Furthermore, given the slow pace of change in Ukraine and the failure of imitations of EERC to emerge, it could be argued that it is in the foreign donors interest, as well as that of those in Ukraine, to continue to support EERC so that it

achieve the shape originally envisaged, with outreach, research, contribution to government, exemplary training and the rest.

Our impression, based on conversations in both Ukraine and Russia, is that the willingness of private individuals and corporations to fund education and research is growing, perhaps reflecting the strong economic growth and healthy corporate profits in recent years. The donation by Interpipe is one example of this willingness, and Victor Pinchuk was of the view that other donors would step forward if approached in the right way: he suggested that businessman who are also members of parliament were likely to have some interest in public affairs and so were potential contributors.

Private sector funding of this kind does, of course, raise issues of governance and control, which are best addressed before problems occur. For this reason we recommend that the Board should have no direct involvement in the teaching and (in particular) the research activities: this should be the responsibility of the academic subcommittee described above. In particular, we recommend that the Board's charter should make it clear that the Board has no right to exercise prior scrutiny of EERC publications or the output of its research programmes. In addition, we recommend that EROC publications (as well as other EERC publications) bear a disclaimer with wording similar to that used by the Centre for Economic Policy Research or the National Bureau of Economic Research. Such a disclaimer, and the rules described above, will not prevent attempts by the Board to exercise undesirable influence over the substance of EERC's activities, but they will help create the presumption that such interference is wrong and improper.

We believe that the Program will require some support from funding sources outside Ukraine, at least for the next decade. In practice, much of this support will need to come from donor agencies. In approaching donors, we believe that it would be helpful to present a justification for continued donor support [which we hope this document will help provide], and for an appropriate mixture of local (Ukrainian) and international funding. The principle we propose is straightforward: that Ukrainian sources of funding should support the Program, costed using the same inputs as are used by a high quality MA programmes at other universities in Ukraine, and that international donors should support the additional costs of the program, i.e. the expenditure necessary to lift the program from the level of its best Ukrainian competitors to the international standing it enjoys at present.

10. Annex: List of Those Interviewed

Government
National Bank of Ukraine: Ivan Bezuhlyi, Deputy Director/Head of Personnel and Training Unit; Professor Andriy A. Grytsenko, Director of Advisory Analytical Centre
Ministry of Finance: Marina Shapovalova, Head of macroeconomic analysis (and about to move her group to the Central Bank)
Parliament: Viktor Pinchuk, member (also listed under Donors); Dmytro Voloshyn, Analytical Group Head (also alumnus)
National Electricity Regulatory Commission of Ukraine: Valeriy I. Tsaplin, Deputy Head of Financial Department (also alumnus)

Policy Research Institutes
International Centre for Policy Studies: Vera Nanivska, Director
Institute for Economic Research and Policy Consulting in Ukraine (German Advisory Group on Economic Reform): Dr Irina Akimova, Director; Dr Igor Burakovsky, Director
CASE: Vladimir Dubrovsky, Senior Economist - Ukraine

Private Sector
Kinto: Sergiy Oksanich, President
Citibank: Witold Zielinski, Vice President, Chairman of the Board, JSCB Citibank (Ukraine)
Kraft: George Logush, Managing Director, Ukraine and Moldova
Tetra Pak: Natalia Rulyova, HR Manager

Other Higher Educational Institutions
Aleksandr Rozenfeld, Solomonov University
Andriy Kaminsky, Docent, Economics Cybernetics, National University- Taras Shevchenko

Donors
Swedish Embassy: Ake Peterson, Ambassador
Interpipe Group – Viktor M. Pinchuk

Students
Over 20 students in 2 focus groups

Alumni
Over 20 alumni in 2 focus groups
Valeriy I. Tsaplin, Deputy Head of Financial Department, National Electricity Regulatory Commission of Ukraine (also listed under government)
Dmytro Voloshyn, Analytical Group Head, Parliament (also listed under government)
Volodymyr Bilotkach, instructor EERC (starting 2003, also EERC staff)

EERC Staff
Andrei Masiuk, Program Director
Roy Gardner, Academic Director
Svitlana Bocharova, Development Manager
Yaroslava Naimushyna, Academic Affairs Manager
Volodymyr Bilotkach, instructor (starting autumn 2003, also alumnus)
Larysa Krasnikova, instructor

Irina Lukyanenko, instructor
Valentin Zelenyuk, instructor
Ulrich Hewer
Kent Lewis

NaUKMA Staff
Yuri Mikhailovich Bazhal, Dean of the Faculty of Economics
Mykhaylo T. Bryk, First Vice President of Research
Volodymyr Morenets, Dean of the Magisterium

11. Annex: Institutions Hosting Interns

Table 10: Institutions Hosting Interns

GOVERNMENT AGENCIES

- Antimonopoly Committee
- Department of Environmental Protection
- Ministry of Economy
- Ministry of Finance
- Ministry of Social Protection
- Ministry of Statistics
- National Bank of Ukraine
- Parliament of Ukraine
- Roshen (UkrPromInvest)
- Securities and Stock Market Commission
- State Committee for the Development of Entrepreneurship
- State Licensing Chamber
- State Property Fund
- State Statistics Committee

LOCAL POLICY RESEARCH INSTITUTES

- Institute for Economic Research and Policy Consulting
- International Center for Privatization, Investment, and Management
- International Centre for Policy Studies
- Center for Social and Economic Research (CASE)
- Ukrainian-European Policy and Legal Advice Centre

INTERNATIONAL ORGANIZATIONS

- International Monetary Fund
- United Nations Development Program
- The World Bank

TECHNICAL ASSISTANCE PROJECTS

- Barents Group Fiscal Analysis Project
- Support for Economic and Fiscal Reform Project (DAI—Development Alternatives, Inc.)

INVESTMENT AND COMMERCIAL BANKS

- Alfa Capital
- Cavendish Investments
- Citibank
- Credit Suisse First Boston
- ING-Barings Investment Co.
- KINTO Investments & Securities
- SOKRAT Financial Company

OTHER PRIVATE SECTOR INSTITUTIONS

- Amity Technology
- Arthur Andersen
- *Companion* (a business journal)
- Deloitte & Touche
- Digital Equipment Corporation
- Price Waterhouse

12. Annex: Graduate Placements

There are many rankings of economics departments, but Coupé's work, which has been supported by the European Economic Association, is particularly comprehensive. Coupé ranks departments (and individual scholars) using a variety of criteria, such as the quality ranking of the journals in which the faculty have published, and the journal citation counts of the faculty members. He also presents a composite ranking, averaged across 11 ranking techniques [http://student.vub.ac.be/~tcoupe/rank200.html] and we have used this ranking in Table 11 below.

The various rankings are available at [http://student.vub.ac.be/~tcoupe/ranking.html] and the methodology is described in detail in 'Revealed Performances: Worldwide Rankings of Economists and Economics Departments, 1969-2000' [http://student.vub.ac.be/~tcoupe/updaterevealedperformances.pdf]

Rankings of business schools also vary widely. The best known is Business Week's which in 2002 placed Chicago, Harvard and Stanford at 2,3 and 4 respectively (see *The Economist,* www.economist.com/business/displayStory.cfm?story_id=1383461)

Table 11: Placement of EERC Graduates in Doctoral Programmes

INSTITUTION	RANKING OF ECONOMICS DEPARTMENT
UNITED STATES	
American University	111
University of Arizona	50
Boston University	63
University of Chicago (EERC graduate enrolled in the business school)	2
Clark University	n/a
Duke University	21
Georgetown University	64
Harvard University (EERC graduates enrolled in Kennedy School of Government)	2
University of Houston	84
Indiana University	45
University of Iowa	37
Iowa State University	77
University of Kentucky	99
University of Michigan	8
Michigan State University	32
New York University	11
University of North Carolina	35
Ohio State University	17
University of Pittsburgh	43
Purdue University	62
RAND Graduate School	n/a
University of Rochester	28
Rutgers University	39
Stanford University (EERC graduate spent one year as visiting researcher in Economics Department)	5
State University of New York at Stony Brook	n/a

Texas Christian University	n/a
University of Virginia	49
Washington University at St. Louis	52
University of Wisconsin	15
CANADA	
University of British Columbia	24
McGill University	119
Simon Fraser University	97
University of Toronto	30
University of Victoria	n/a
University of Western Ontario	56
UNITED KINGDOM	
City University London	186
London School of Economics	16
University of Oxford	19
FRANCE	
École Nationale des Ponts et Chaussées – Paris	168
GERMANY	
Christian Albrechts University-Kiel	n/a
SWEDEN	
Stockholm School of Economics	88
SWITZERLAND	
Université de Lausanne	n/a

Table 12 presents data on placements of New Economics School Graduates in doctoral programmes, along with Coupé's rankings of these departments.

142 out of 319 or 44.5 percent of NES graduates have entered doctoral programmes outside Russia. In comparison, a slightly higher proportion (52 percent) of EERC graduates entered doctoral programmes. NES does appear to have placed more of its graduates in "top twenty" departments, essentially in the United States but the differences between the two programmes in this respect do not appear to be large.

Table 12: Placement of NES Graduates in Doctoral Programmes

Institution	Number of Students	Ranking of Economics Department
UNITED STATES		
Boston University	5	31
Brandeis University	1	151
Brown University	2	47
University of California, Berkeley	1	6
Carnegie Mellon University	1	36
University of Chicago (Economics)	2	2
Chicago Graduate School of Business	3	2
Columbia University	1	10
Columbia Business School	1	
Cornell University	2	14
University of Delaware	1	n/a
Duke University	5	21
Harvard University	8	1
Indiana University, Bloomington	3	45
John Hopkins University	2	46
University of Maryland	3	26
MIT/Sloan	8	4
University of Michigan, Ann Arbor	4	8
New York University	1	11
University of North Carolina	3	35
Northwestern University	6	7
University of Pennsylvania	2	3
Pennsylvania State University	13	29
Pittsburgh University	1	43
Rochester University	3	28
Rutgers University	1	39
University of Southern California	2	27
Stanford Business School	1	4*
University of Virginia	1	49
University of Washington (St Louis)	2	52
Wharton School, Univ. of Pennsylvania	2	3
University of Wisconsin-Madison	7	15
Yale University	6	9
CANADA		
University of Toronto	1	30
University of Western Ontario	1	56
UNITED KINGDOM		
Cambridge University	2	33
London Business School	5	71
De Montfort University	2	n/a
Oxford University	1	19
BELGIUM		
Université Libre de Bruxelles	1	95
Catholic University of Leuven	2	143
FRANCE		
MPSE, Toulouse	4	73
		347

	ISRAEL	
Hebrew University	1	44
	NETHERLANDS	
Maastricht, Netherlands	1	124
Tilburg University, Netherlands	6	42
	SPAIN	
Carlos III, Madrid	1	108
Pompeu Fabra, Barcelona	1	100
	SWEDEN	
Stockholm School of Economics	5	88
	SWITZERLAND	
Université de Genève	1	148
	AUSTRALIA	
Australian National University	5	51
Total	**142**	

13. Annex: Employers Of Graduates

Table 13: Employers of EERC Graduates

GOVERNMENT AGENCIES

- Parliament of Ukraine
- National Electricity Regulatory Commission
- State Tax Administration
- National Deposit Insurance Fund
- Agency on Averting Bankruptcy

LOCAL POLICY INSTITUTES

- Foundation for the Development of Banking and Finance
- Institute for Economic Research and Policy Consulting
- Institute for Reforms
- International Centre for Policy Studies
- Center for Social and Economic Research (CASE)
- Ukrainian-European Policy and Legal Advice Centre
-

INTERNATIONAL ORGANIZATIONS

- European Bank for Reconstruction and Development
- International Finance Corporation
- International Monetary Fund
- United Nations Development Program
- World Bank

TECHNICAL ASSISTANCE PROJECTS

- BIZPRO (small enterprise development)
- British "Know-How Fund" (agricultural reform)
- Support for Economic and Fiscal Reform Project
- Project Hagler-Baily (electricity restructuring)
- KPMG Barents (fiscal reform)
- Project Harmony (community development)
- USAID (accounting reform)

ACADEMIA

- NaUKMA Business School
- NaUKMA Department of Economics

INVESTMENT AND COMMERCIAL BANKS

- Alfa Capital
- Hypovereinsbank Ukrayina (Bank Austria Creditanstalt)
- Bank “Aval”
- Bank “Ukraina”
- Citibank
- Credit Suisse First Boston
- Foyil Asset Management
- Guide Star Consulting
- Interregional Financial Corp.
- Microfinance Bank
- Oshchadbank
- Princeton Partners Group
- SARS-Fleming
- Velox Co.
- Western NIS Enterprise Fund

INSURANCE COMPANIES

- Česká Pojišťovna
- Marsh Insurance Co.

OTHER PRIVATE SECTOR

- AC Nielson
- Ernst & Young
- GE Medical Systems
- *The Kyiv Post*
- Northland Power
- Perry Construction
- Spector, Sachs & Co.
- Ukrainian Mobile Communications
- VIC, Inc.

Table 14: Employers of NES Graduates

Public Bodies and International Organizations (10%)

- USAID
- World Bank
- IMF
- Ministry for Economic Development and Trade of the Russian Federation
- Ministry of Finance of the Russian Federation
- Eurasia Foundation
- Central Bank of the Russian Federation

Universities, Research Centers and Analytical Think-Tanks (35%)

- Higher School of Economics
- Moscow State University
- Institute for Urban Economics
- Institute of Financial Studies
- Kazakhstan Institute of Management, Economics, and Strategic Research (KIMEP), Kazakhstan
- International Institute for Advertising
- Moscow Institute for Physics and Technics
- Research Institute of System Studies
- Independent Institute for Social Policy
- New Economic School
- Centre for Economic and Financial Research
- Centre for Fiscal Policy
- Economic Expert Group

Private Sector, Banks, Consulting and Audit (55%)

- Accenture
- ACNielsen Russia
- Alfa Bank
- Bearing-Point (KPMG Consulting)
- Boston Consulting Group
- Branan Management& Financial Consulting
- Deutsche Bank

Private Sector, Banks, Consulting and Audit (cont'd)

- Ernst&Young
- Gazprombank
- GAZ Co., Nizhny Novgorod
- Evraz Holding
- Finartis Moscow
- IBS
- ING Barrings
- Interros Holding Company
- Jones Lang LaSalle
- JPMorgan
- Khanty-Mansiisk Oil Corporation
- KPMG
- Liggett-Ducat
- MDT Corporation
- New Economic Position Bank
- Nikol Financial Coporation
- MAIR Industrial Group
- Mars
- Metallinvest Bank
- MindShare Media Agency
- PACC Audit&Consulting
- Philip Morris International (Altria Group, Inc)
- PioGlobal Asset Management
- PriceWaterhouseCoopers
- Procter&Gamble Kazakhstan
- Prospekt Investment Center
- Protek Co
- Raiffeisen Bank
- RosBusinessConsulting Information Agency
- Russian Investors Bank
- Russkiy Produkt Co
- Sobinbank
- Troika Dialog Investment Company
- Unilever
- Yukos
- Wermuth Asset Management

14. Annex: Historical And Projected Expenditures, 1997-2008

EERC Ukraine Programme and Administrative Expenses

	1997 *actuals*	1998 *actuals*	1999 *actuals*	2000 *actuals*	2001 *actuals*	2002 *actuals*	2003 *projected*	2004 *projected*	2005 *projected*	2006 *projected*	2007 *projected*	2008 *projected*
Teaching Program	$329,502	$395,092	$627,741	$839,525	$810,000	$771,953	$743,750	$646,100	$590,300	$547,500	$537,700	$543,700
Program Development	184,717	292,785	325,669	352,760	122,000	116,348	101,700	128,200	118,200	103,200	93,200	90,200
Program Administration	281,746	405,080	370,875	380,187	432,000	263,656	292,900	329,700	331,500	287,800	235,100	239,600
Subtotal Ukraine Costs	$795,965	$1,092,957	$1,324,285	$1,572,472	$1,364,000	$1,151,957	$1,138,350	$1,104,000	$1,040,000	$938,500	$866,000	$873,500
EERC Indirect Costs	182,388	203,116	246,463	294,751	333,000	325,641	173,400	128,400	225,000	194,000	194,000	194,000
Eurasia Indirect Costs	50,658	138,282	176,932	225,814	333,000	145,425	143,862	0	0	0	0	0
Research and Outreach	42,012	63,693	102,056	108,033	163,000	49,901	60,500	98,000	102,500	109,500	109,500	109,500
Total Costs	**$1,071,023**	**$1,498,048**	**$1,849,736**	**$2,201,070**	**$2,193,000**	**$1,672,924**	**$1,516,112**	**$1,330,400**	**$1,367,500**	**$1,242,000**	**$1,169,500**	**$1,177,000**

EERC Indirect costs include US-based fundraiser, administrative costs and other organisational costs such as bank fees, legal, audit/tax preparation, insurance and Board meetings. They also include the cost of a Controller from FY2004 through FY 2005 ad

Eurasia Foundation Indirect costs are calculated as approximately 12% of direct costs and are only incurred while EERC is a programme of the Eurasia Foundation.
$200,000 facilities upgrade in 2000 placed under Programme Development.

Through 2001, the categories EERC Indirect Costs and Eurasia Indirect Costs include both the Ukraine and the Russia Programmes as these costs were not segregated in the data forms we received.

For 2001, the Eurasia Foundation provided approximate actuals, based on 11 months of actuals.

15. Annex: Anticipated Funding of EERC, 2004-6

Anticipated Funding
(Fiscal Year: October 1 - September 30)

	2004	2005	2006
Consortium Members	**$1,635,500**	**$1,353,500**	**$1,050,000**
Carnegie Corporation of New York	$75,000	$0	$0
Eurasia Foundation	$250,000	$250,000	$250,000
Interpipe Group	$100,000	$0	$0
Open Society Institute: Core Funding	$244,500	$228,500	$0
Open Society Institute: Outreach [1]	$100,000	$100,000	$100,000
Swedish Foreign Ministry: Core Funding	$250,000	$225,000	$200,000
Swedish Foreign Ministry: Moldova Initiative	$50,000	$50,000	$0
World Bank: Core Funding	$200,000	$200,000	$200,000
World Bank: Research Center Funding	$300,000	$300,000	$300,000
Carry Forward from Previous Year	$66,000		
Kyiv-Mohyla Academy [2]	$20,000	*$30,000*	*$50,000*
Other Local Funding	***$54,000***	***$200,000***	***$334,000***
Tuition Paid By Students [3]	$18,000	*$40,000*	*$84,000*
Tuition Scholarships [4]	$36,000	*$60,000*	*$100,000*
Ukrainian Corporations	$0	*$100,000*	*$150,000*
Total Projected Funding	**$1,709,500**	**$1,583,500**	**$1,434,000**
Projected Cost of Teaching Program	$1,336,000	$1,110,000	$991,000
Surplus/(Shortfall), Teaching Program Only	($26,500)	$73,500	$43,000
Total Projected Expenditures, Including Research/Outreach Center	$1,670,000	$1,535,000	$1,441,000
Surplus/(Shortfall)	$39,500	$48,500	($7,000)

[1] The projected amount of support from the Open Society Institute for outreach is not based on a specific pledge. OSI will invite EERC to Budapest in the fall to discuss funding for its outreach program. If such funding is not forthcoming, the budgets w

[2] The FY04 figure represents funding from the National Bank of Ukraine, raised jointly by NaUKMA and EERC, and paid to NaUKMA's account.

[3] FY04 out-of-pocket student tuition will be financed by the Consortium.

[4] The FY04 figure represents contributions from the Citigroup Foundation, TetraPak, Kraft Foods Ukraina, faculty, and alumni.

Appendix E Part 2: Economics Education & Research Consortium Impact Study – Russia

Bannock Consulting Ltd.

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1. Summary

The Open Society Institute and the Eurasia Foundation engaged Bannock Consulting in May 2003 to conduct an assessment of the performance of the Economics Education and Research Consortium's programmes in Ukraine and Russia and, in the light of this assessment, to make recommendations concerning the Programme's future strategic directions and the management and governance structures necessary to pursue this strategy. The document presents our findings for the Russia programme.

The goal of both the Russia and Ukraine Programmes over the medium to long term was to create a sustainable local capacity for teaching and research at internationally recognized standards. This local capacity would contribute to an improved quality of decision-making in Russia, in both the public and private sectors. The priority in Russia was identified as support for research, because institutions already existed which provided teaching in economics at internationally recognized levels.

In addition to the difficulties resulting from the lack of training in modern economic theory and empirical research techniques, the 1995 programme design identified other obstacles faced by researchers wishing to carry out research at an international standard in Russia:

- "entry barriers" to research, including a shortage of computers and software and a poor communications network, both within and outside Russia; the unavailability of good quality data necessary for conducting empirical research
- the scarcity of well trained Russian economists, which meant that there were very few opportunities for peer review and mentoring, an essential feature of scientific research in any discipline

Improving the quality of public policy was at the heart of the EERC initiative, but the Programme design was cautious on whether EERC was likely to have any immediate impact on policy, at least in its initial stages.

The Programme held its first research workshop, at which proposals were presented and discussed, in November 1996. Since then, 12 more workshops have been held on a regular bi-annual schedule. The programme has made 228 grants for research projects, of which 92 were for proposal development and 169 were full grants. 83 individuals have received proposal development grants and 174 full grants. At its peak, in 1997 and 1998, the grants programme represented over one half of total expenditure, but the proportion devoted to the grants programme has fallen steadily since 1998 to less than 30 percent today.

The grants competition has had a number of important impacts, but one is worth singling out. In our interviews and discussions, the most frequent observation on the Russia programme was that it had helped to establish the concept of peer review as the norm within a research community, and that the proposals which were selected as part of the peer review process helped define a benchmark for high quality research to which Russian researchers could and should aspire. Few, if any, research grant competitions anywhere in the world approach EERC's level of efficiency and transparency: the EERC process is exemplary in this regard. The EERC Russia programme has thus created an important public good which benefits the economics research community in Russia and the CIS. The importance of setting a standard for

good research is hard to measure in quantitative terms, but our interviews with a wide range of academics and policy-makers left us in no doubt that this represented an outstanding achievement of the Russia programme.

Since its inception EERC has run two formal training activities: methodological seminars and summer schools. The methodological seminars were launched in 1998 when it became clear that applicants lacked knowledge of basic techniques necessary to carry out economic research. In 2001 spending on the seminars rose very sharply, from 3 percent to 15 percent of total programme spending, but declined thereafter.

The training was seen to be well-conceived and well executed. Many of the respondents to the survey indicated that the training had resulted in changes to their teaching methods, inspired them select new research projects and had led to new professional contacts as a result of attending the training events.

In addition to its grants programme and training activities, the Programme has launched a number of online initiatives of particular interest: a reference library; a data survey and centre; an information exchange server; and a teaching forum.

Overall, the Russia Programme's online presence at www.eerc.ru is world class, and is as imaginative and well executed as that of any other research network or policy research institute in the world. It has helped effectively address the obstacles identified in the 1995 programme design, in particular, access to the scientific literature and to relevant data sets. This represents another important and very high quality public good which EERC provides to the research community in Russia.

Since 2000 the Russia programme has significantly increased the range and depth of its collaboration with the Global Development Network. In addition to the joint online initiatives involving data access and community building, the programme and GDN currently collaborate on a range of substantive research and policy outreach projects, including large scale collaborative research projects on ‘Explaining Growth’, which aimed to explain the growth performance of seven regions over a long historical period; and on ‘Bridging Research and Policy’.

Collaboration with GDN is now not only a key element in the programme's substantive portfolio of activities, but also plays an important role in the finances of the Russia programme. In 2004 these joint projects will account for 63 percent of gross inflows of funding.

This collaboration has allowed the Russia programme to expand its activities geographically (into other CIS countries) and thematically. Although not foreseen in the original programme design, such collaboration seems entirely in keeping with the original aims and vision of the programme, and represents an admirable entrepreneurial response to a new funding opportunity. It does, however, represent a shift in the balance of the Russia programme's finances and portfolio of activities, and has implications for the programme's strategic directions and governance.

The Russia programme has been managed by Eric Livny since its inception. Our visit to Moscow and our discussions with those who have had contact with the programme suggest that the Russia programme's secretariat functions very efficiently: the organization of the biannual workshops in particular is thorough and professional.

The use of information technology to support the operations of the Russia programme is particularly impressive, and meets or exceeds the standards of comparable organizations elsewhere in the world. This has an important implication: the

programme is capable of being ‘scaled up’ to support a much larger volume of activities with only a relatively modest increase in staff and budgets.

We examined other aspects of the Programme's impact as well:

- whether the grantees have received training which has enhanced their research skills and enabled them to carry out work which meets international standards of quality and originality.
- whether research funded by the EERC grants programme has made a significant contribution to discussions of policy issues or to the formulation and design of policy itself
- whether EERC grants have encouraged and enabled recipients to apply their enhanced research skills to carry out research on other policy relevant topics, or in other ways to have closer contact with the policy process or influence on policy-makers
- whether recipients of EERC grants have, through the conduct of their research and exposure to the international literature, improved the content of their teaching or the method of its delivery
- whether the programme has fostered international linkages between researchers based in Russia and the broader economics research community outside Russia
- whether the programme has fostered domestic linkages, that is, has it helped create a sustainable community of researchers and teachers of economics within Russia

Respondents viewed their interaction with EERC as a valuable step in their professional development, leading to important increases in their skills. The majority of survey respondents said that the interaction with EERC had *not* led to a change in their research interests. The influence cited most often by respondents was in the methodology they used in their research. In other words, the impact of EERC was not on the topics which researchers pursued, but the methodology and approach they took to research on these topics. Far from being a failure, we view this as a measure of the success of the grants programme: EERC should ideally aim to avoid influencing too heavily the research agendas of local researchers, but should instead expose them to the best tools and approaches to pursue their own choice of research topics.

Respondents also drew attention to the potential importance in the long run of EERC's efforts to introduce a ‘research culture’, that is, acceptance of the idea that those who teach economics in universities could and should do research as well. This is particularly important, given the historical dichotomy between universities (as teaching institutions) and research institutes associated with the Academy of Science (where research takes place).

Many of the respondents to our survey of grantees said that participation in EERC had influenced their teaching. Half of the respondents and a large majority of those engaged in teaching reported changes to their teaching materials, mostly involving improvements in the presentation of material on econometrics and macroeconomics. Several said that it had improved the curriculum for courses they taught in microeconomics and game theory, and, of course, econometrics. Others implied the

exposure to more rigorous methods of economic analysis had strengthened their presentation of the subjects they taught.

The initial programme design was cautious on whether EERC was likely to have any immediate impact on policy. Nevertheless, over the longer term, EERC could not be viewed as a success unless it was able to demonstrate that it could contribute to the policy process.

Almost all of the respondents wanted their research to be used by policy-makers, but a much smaller proportion (less than 15 percent) had seen this happen on either the national, regional or local level.

Even if EERC-funded research is not directly relevant to a current policy issue, is it nevertheless possible that the research attracts the attention of policy-makers and brings the researcher(s) into closer contact with policy-makers and the policy process at a later date, or on a different policy issue. Survey respondents (a minority) observed that participation in the EERC programme had helped them raise their profile, and that this resulted in greater contact with policy-makers and (in some cases) opportunities to carry out research for the government. It did not seem to be the case that publication of the research in the EERC Working Papers Series led to this impact: respondents thought that most policy-makers were not inclined to read research papers. It would therefore appear that the channels of communication between policy-makers and EERC researchers were more informal, and one possibility is that this took place through the biannual research workshops. Other contact with policy makers came through seminars and policy working groups hosted by EERC, and through the publication of articles.

The Russia programme has also engaged in more explicit attempts to foster links to policy makers, through its programme of 'Policy Dialogue', a series of policy roundtable meetings involving members of the EERC and Russian policy makers. These roundtables, while worthwhile, have been infrequent, and the resources devoted to them are modest in comparison with expenditures on the grants programme. More recently, these efforts have been augmented by a new research grants programme, the 'Focus on Policy' competition. This aims to support research directly related to current economic policy concerns, to be carried out by teams of more experienced Russian scholars and to involve policy makers from the outset as resource persons.

It is too soon to judge whether these policy initiatives will be successful, but experience from other countries suggests that in order to have impact, researchers need to be involved with the same policy-makers or in the same policy setting over a lengthy period of time. EERC initiatives would therefore have to be sustained for a significant period of time, so that the researchers involved are able to build strong relationships with their counterparts in the government ministries. This is not an insurmountable obstacle for a network such as EERC, but it would require a more sustained commitment over a longer period of time. This would in turn entail a decision to focus on a specific and limited number of policy issues, since the resources available to EERC are unlikely to be sufficient for long-term initiatives across a large number of policy areas. In order to be successful in policy outreach, then, EERC must place its bets on policy issues (and on the ministries and researchers likely to be involved in these issues), and sustain this commitment over a number of years.

This would represent a significant strategic decision by the programme. In deciding whether to pursue this option, it is also important to assess EERC's ability to play a significant role in the policy process. The programme has the technical and managerial capacity to play such a role, but its competitive advantage in doing so seems tied up with the issue of "Moscow versus the Regions". Since many of the policy researchers, and most of the policy-makers are based in Moscow, there is less need for EERC to act as a clearinghouse or filter for good research, since the research and policy communities are well acquainted with each other already. If EERC were to play the role of a 'filter', it would only be through identifying, and linking good researchers outside Moscow with policy-makers who would not otherwise have knowledge of these researchers. To a certain extent the Programme does this already in an indirect fashion, through the biannual research workshops. But it seems clear that there are still too few researchers, and too little capacity for policy research in the regions to give EERC a decisive advantage in playing this role. This argument suggests that the Programme could, over time, develop an important role in linking researchers in the regions with policy-makers in Moscow, as research capacity in the regions slowly improves. Another, and potentially more promising medium-term strategy might be to link individual researchers and clusters of researchers in the regions to policy-makers in the regions. It is possible as well for EERC to perform the filtering and convening roles with respect to institutions based outside Russia (for example international organizations, donors etc.). Such institutions, because they are based outside Russia, will have less information on local researchers, even those based in Moscow. In this case, the Russia programme can play an effective 'brokering role' between local researchers and research institutes and the rest of the world. To some extent the Russia programme has already begun to play this role with respect to the Global Development Network, with which it has launched a range of collaborative activities.

The Russia Programme must address three strategic issues over the medium term:

- The Programme's choice of strategic directions, i.e. whether it should continue to focus on the research grants competition, or continue to diversify its portfolio of activities.
- Whether the Programme can continue as a 'stand alone' institution, or should seek another institutional home or a long-term, strategic partner - and if so, how this partner should be chosen.
- Both the choice of strategic directions and the choice of an institutional home or long-term partner raise issues concerning the management and governance of the Programme.

The choice of strategic directions for the Russia programme should take account of four key considerations:

- Has the programme successfully addressed the barriers to improved economics teaching and research which were identified in 1995? If so, are there now different obstacles which the programme should tackle?
- At what level should the programme target its interventions? Individual researchers, clusters of researchers, or economics faculties within the state university system?

- Research and teaching capacity is very different in Moscow than elsewhere in Russia and the CIS. How should this affect the activities of the programme?
- What is the competitive advantage of the programme vis à vis other institutions in Russia and the CIS?

The level of intervention is an important issue. At present, the Russia programme deals essentially with individual researchers through the grants competition, the training activities, and (more recently) the collaborative research projects with GDN. This reflected an explicit choice in the initial programme design and has proved, by and large to be successful, in the sense that it has built individual capacity to carry out research, and established a peer review system for judging individuals' research which is widely admired and respected, within Russia and elsewhere.

Intervention at the individual level has many attractions: it is easier to design incentives to encourage higher quality research, and to ensure honesty and transparency when one is dealing with individuals. On the other hand, such interventions fail to acknowledge that individual researchers do rely on the existence of well functioning institutions through which they can pursue their professional careers. Such institutions are important not only because they provide a salary and an income, but because they facilitate the sharing of knowledge, interaction with one's peers and scrutiny of research, which are important in ensuring that improvements in the quality of research can be sustained over the longer term. If such well functioning institutions do not exist, then individual economists, if they are well trained, will typically pursue a mixture of teaching activities and consultancy. Consultancy, while financially remunerative at for the individual researcher, is typically a 'bilateral' relationship between the consultant and the client, involving proprietary information which may not emerge in the public domain. As a result, there are relatively few spillovers from this work into the local research community, either in terms of spreading knowledge or improving research standards.

Since there are clear difficulties and drawbacks to interventions at both the individual and the systemic levels, it is tempting to consider interventions at a point between these two levels, and the Kennan Institute report advocates the pursuit of this strategy: We believe that such an approach has some merits for the Russia programme.

Our assessment of the Russia programme suggests that it is capable of carrying out a number of different capacity building and policy outreach activities:

ii. outreach to improve standards of economics teaching (through summer schools, retraining, curriculum development, etc.)

iii. support for individual researchers, through the grants competition (as now) or through the provision of other resources

iv. a broader networking function, organizing individual researchers, or more plausibly teams of researchers, particularly in the regions

v. focusing more directly on policy-related research, by linking policy-makers to individual researchers or to policy research institutions

vi. providing a range of "public goods" to the research (and policy communities), for example, access to scholarly literature or data

vii. acting as a broker between international institutions and local researchers or research institutions, for example by acting as the

Russian or CIS host or hub for regional and global networking initiatives

viii. strengthening the institutional capacity of university departments of economics or policy research institutes

The current portfolio of activities is focused on ii (through the grants competition), and to a lesser extent v (through the website) and (more recently) vi (through the projects with GDN). We would recommend that the programme continue to give priority to these activities, but that the resource costs of the research workshops (activity ii) be reduced, by making greater use of local resource persons.

Outreach (activity i) is an activity which the Russia programme has already engaged in with some success. Expanding its activity in this area would be straightforward, particularly if the programme were to develop a closer relationship to NES and CEFIR. Other institutions are active in this area, though, and it is not obvious that an organization structured as a network has a strong advantage in delivering training activities. As a result, we would not recommend that the programme give this higher priority in future.

Playing a greater role in the policy process poses some difficulties for a networking organization such as the Russia programme, particularly since many of the policy researchers and policy-makers are located in Moscow, which reduces the advantages of the network as a filter and information broker. There is, however, an enhanced role which the network could play in the policy process at the regional level, where the Russia programme might play a role in strengthening research capacity and helping link researchers to policy-makers. This would, however, require not only a geographical shift, with an increased regional and local focus, but also a shift in level, from working mainly with individual researchers to strengthening clusters of actual or potential research strength. This would require giving greater emphasis to activity vii.

The Russia programme has made a determined and energetic attempt to build capacity among individual researchers outside Moscow, with some success. The impact it has achieved is however, difficult to sustain since the individuals who it has assisted must continue to carry out their professional activities within the same, very dysfunctional institutional environment.

One way to address this problem would be for the Russia programme to give increased priority, along the lines suggested in the Kennan Institute report, to building institutional research capacity at the regional and local levels (activity vii). We would not necessarily advocate working with universities themselves: the difficulties this poses are well known. An alternative strategy would be to encourage the emergence of new clusters of researchers, housed perhaps in research centres outside the university system, or with an arms length relationship to the system. This has proved to be a promising strategy in Ekaterinburg, and it may be possible to reproduce this success in other regions. To the extent that strong research clusters can be nurtured at the regional and local levels, this may in due course lead to stronger linkages with the policy community and greater impact on policy at the regional and local levels (activity iv). These policy communities are not at present well served by researchers, and there is a niche in the market for such an initiative.

Such a strategy has several other advantages. Such institutional strengthening may well complement to the collaborative research with GDN. And the emergence of such clusters of good research outside Moscow would strengthen the Russia programme's

ability to act as a filter and convenor, vis à vis the policy community (at both the national and regional levels) and vis à vis the donor community.

Before considering possible institutional homes for the Russia programme, one should first ask whether the programme does indeed need a home, or whether it has a sustainable future as a free standing institution. Our view is that the programme might be organized as a free standing and autonomous institution. The experience of other research networks does, however, suggest that a network can in principle be autonomous and free standing, but that in practice intellectual isolation and governance can be issues.

On balance, we believe that these arguments do suggest that the Russia programme will find it difficult to address the intellectual isolation issue, unless it has strong links to a teaching and research institution, or adopts the CEPR model with programme areas directed by senior researchers from the sub-field.

The problems which are likely to arise in a free standing institution suggest that it might be advisable to locate the Russia programme within another institution. Such an arrangement could take one of two forms:

The Russia programme might be 'housed' within another policy research or teaching institution. In this arrangement there is symmetry between the partners, in the sense that both the Russia programme and its partner are involved in teaching and/or research. Since the institutions have similar missions, maintaining distinct operating and governance structures is bound to seem artificial and unnecessary in the longer term, and so a symmetric arrangement seems likely to lead eventually to a full merger of the institutions involved. The possible integration with NES and CEFIR would represent a symmetric arrangement.

The alternative is one in which the Russia programme is "hosted" by another institution which is not primarily engaged in economics education and research. This arrangement is asymmetric, in the sense that the Russia programme and its host have different missions. Under an asymmetric arrangement, the Russia programme is likely to operate as a 'project' or 'secretariat' of the host institution.

The International Development Research Centre (IDRC) in Ottawa, which has extensive experience of the secretariat model, has identified five issues which are essential for its success:

- strategic direction, which involves the alignment of the secretariat's vision, mission and core values with those of its host institution
- the need to develop a sound and realistic business plan for the guidance of the secretariat's management, and the scrutiny by the secretariat's steering committee and the host institution's board
- a systematic approach to performance management, which addresses not only the implementation of the scientific program but also the general performance of the secretariat, using criteria which include relevance, effectiveness, efficiency, and financial viability
- an accountability framework, which comprises the key accountability relationships, a description of the duties which are owed by those who are accountable, and the auditing approaches needed to exercise accountability,

and which takes into account the dual accountability of a secretariat, to its host institution, and to its steering committee donors

- operations and structure, including human resources issues (the status of the secretariat's director within the host institution), and the accessibility of the administrative and support services provided by the host institution

IDRC's experience in creating secretariats suggests the importance of giving careful attention to each of these issues before the decision is taken to create a secretariat. Failure to address these issues has typically resulted in a lack of focus and unclear mandate for the secretariat, confusion and disagreements over accountability, and difficulty in attracting support from other donors.

If the programme were to pursue such an arrangement, a number potential partners or hosts might be considered, including integration with the Russian (New) Economic School and the Centre for Economic and Financial Research; with other partners such as The Independent Institute for Social Policy; or a continued link with the EERC programme in Kyiv.

The choice of strategic directions for EERC is still uncertain, and any choice of strategic directions has implications for the choice of a partnership or a merger. If EERC were an institution making research grants to individuals, then a merger with NES would not be optimal, since there would be concerns about the potential for a conflict of interest between this grant making activity and the interests of the NES faculty. If EERC were instead to focus on outreach and training, NES might be the suitable partner. If the networking role came to be important, then it would be difficult for EERC, sitting within NES, to play the role of an honest broker among research teams in institutions which compete with NES, such as the Higher School.

A continuing link with the Ukraine programme might make ‘operational’ sense, since both the Russia and Ukraine programmes are diversifying their portfolio of activities and so may find more opportunities to collaborate. In the short run, such a link may prove also expedient if it allows the Russia programme “breathing space” to clarify its strategic directions and strengthen its management and governance structures without the pressure to quickly enter into a long-term arrangement with another partner.

Eric Livny is highly experienced and in many ways embodies the spirit and vision of the Russia programme. His leadership masks the absence of a clear governance structure which can set the programme’s strategic choices and exercise oversight over the programme’s senior managers. In the past the senior management of the Eurasia Foundation, along with the IAB have carried out these roles, but their responsibilities and authority seem not to have been articulated explicitly. In any event, the Eurasia Foundation is not longer in a position to exercise a direct oversight and management role, nor is the IAB not ideally to set the programme’s broader strategic directions.

The programme therefore needs a stronger governance structure, with more clearly defined responsibilities and authority. The foundation for such a governance structure is a Board of Directors.

The Board’s role is to safeguard the interests of the programme’s ‘stakeholders’, so that the programme continues to operate and grow in a sustainable way that is true to its stated mission. To allow the Board to discharge its responsibilities effectively, management will need to report on a regular basis to the Board, in some detail, and in more detail than it now reports to the IAB.

If it is to function efficiently, the entire Board cannot be expected to address all the issues which will inevitably arise. It must therefore create an executive committee and/or a number of subcommittees which can meet more frequently to discharge more specific responsibilities.

These responsibilities comprise:

- recruitment of senior staff – and new Board members
- financial oversight
- compensation for senior management
- 'academic' oversight

The Board may wish to establish a separate subcommittee for the first three roles, or instead may create an executive committee with responsibility for all three areas. The choice should be based on a pragmatic assessment of the scale of the programme's activities and the likely workload for each of these roles.

The recruitment, finance and audit and compensation roles are relatively straightforward. Academic oversight is more complex, since it involves establishing priorities across research areas, assessment and selection of individual research initiatives or proposals, and ex post 'quality control' on the research. Academic oversight committees are present in the governance structures of all the major research networks. Their role differs across the networks, depending on the extent to which the activities of the network are organized into sub-fields and responsibility for leadership and quality control in each programme area is decentralized to senior researchers in that sub-field. When such decentralization exists, the role of the 'academic' committee of the Board is largely that of retrospective oversight of the network's activities in order to ensure *ex post* quality control. When decentralization is not the case (as with EERC), the 'academic committee' typically plays a much more active role in the operation of the network, often discussing proposals for new research initiatives and in effect making decisions on whether to pursue specific activities.

One of the key public goods created by the programme, and one of its most important achievements is the creation of a peer review mechanism which is widely recognized as open, transparent and fair. The value and importance of the IAB's role in this process should not be underestimated: the IAB has played a vital role in ensuring the quality standards were introduced and applied in an effective and fair fashion. The strength of the IAB is, however, also a weakness as the Russia programme seeks to diversify its portfolio of activities. The close association of the IAB with the research grants programme, while natural in terms of the origins and evolution of the programme, make it somewhat less useful as the programme seeks to clarity its longer-term strategic directions, and potentially diversifying into other activities. We would recommend that the membership of the academic oversight committee be broadened to include those with experience of other strategic directions which the programme might wish to explore. It might, for example include members with closer involvement in policy-making at the federation, regional or local levels.

2. Introduction

The Open Society Institute and the Eurasia Foundation, on behalf of the donors to Economics Education and Research Consortium (EERC), engaged Bannock Consulting in May 2003 to conduct an assessment of the performance of both the Ukraine and Russia programmes and, in the light of this assessment, to make recommendations concerning the Programme's future strategic directions and the institutional structures (management and governance) necessary to pursue this strategy. The document presents our findings for the Russia programme.

Our evaluation addressed a range of questions, but was designed to illuminate the key issues on which an assessment of EERC's impact must rest:

- whether the researchers who received grants from the Moscow programme have received training which will enable them to carry out research which meets international standards of quality and originality
- whether research funded by the EERC grants programme has made a significant contribution to discussions of policy issues or to the formulation and design of policy itself
- whether EERC grants have encouraged recipients to apply these enhanced research skills to carry out other research which is policy relevant
- whether the programme has fostered *international linkages* between researchers based in Russia and the broader economics research community outside Russia
- whether the programme has fostered *domestic linkages,* that is, has it helped create a sustainable community of researchers and teachers of economics within Russia.

In addition to our evaluation of the programme's impact, which was essentially retrospective, we also examined the strategic choices facing the programme over the medium term (the next three to five years), as well as the management and governance structures necessary to pursue this strategy. In particular, our discussions with the programme's key stakeholders focused on whether the Programme should continue to concentrate on the research grants competition, or should pursue a more diversified portfolio of activities. In addition, we examined the existing and potential relationship between the EERC Russia Programme, and the New Economic School (NES) and the Center for Economic and Financial Research (CEFIR). This specific issue raises a number of deeper issues concerning the management and governance of the Programme as it begins the delicate transition from a donor-led project to a Russian institution supported by donor funding.

The evaluation was carried out by a team comprising Vladimir Avtonomov, Amanda Leness, Andrei R. Markov and Stephen Yeo.

- *Avtonomov* is Professor of Economics at the Higher School of Economics. He is specialist in the history of economic thought, and is the author of one of the main undergraduate textbooks in economics used in Russia, a project he completed as part of the Soros Foundations-sponsored 'Mega Project' to improve the quality of textbooks in the former Soviet Union. He received his PhD from Moscow State University and is a correspondent member of the Russian National Academy of Sciences.

- *Leness* is a Bannock Associate with extensive experience managing private sector development projects in Central and Eastern Europe and the former Soviet Union, chiefly for the International Finance Corporation (IFC) and the Soros foundations. While with the IFC, she led a number of projects where training activities and policy advisory functions were successfully transitioned from full donor funding into local institutions. At the Soros foundations, her projects included grant-making to business schools, economics education for students and overseas on-the-job training for professionals from Central Europe and the former Soviet Union.
- *Markov* is Senior Human Development Specialist in ECSHD, based in the Moscow office of the World Bank, and formerly Associate Dean of Research at Moscow State University. He is a development specialist and educator with international experience of public policy analysis, and the design and implementation of projects for human development. He has a background of successful management of large academic programs and implementation of major curriculum reform of economics education, and intimate understanding of governance and financial issues in education. He has particular experience evaluating higher education around the world and in the development of economics in Russia.
- *Yeo* is a Principal Consultant at Bannock with extensive experience in creating and managing policy research networks. Before joining Bannock in 2002, Yeo was Chief Executive of the Centre for Economic Policy Research, the leading European research network in economics, bringing together over 700 European economists who produce applied theory and empirical work on a wide range of policy issues. In addition to his experience at CEPR, he helped establish the Trade and Industrial Policy Secretariat in South Africa, and the Southern African Trade Research Network in the SADC countries. Yeo also has extensive experience of evaluating the impact of capacity building programmes for the Ford Foundation and the International Development Research Centre in Ottawa. Yeo has extensive familiarity with economics education and training, and with the EERC Programme itself, through his involvement in the initial Programme design in 1995 and through subsequent studies of economics curriculum development in Ukraine.The team carried out the assessment by means of an initial desk study based on information provided by the programme secretariat, and a questionnaire distributed by email to those who had received grants from or attended courses and workshops organized by the Moscow programme. The team visited Moscow from 8 to 15 July in order to interview grantees, EERC programme staff; decision-makers in the public sector in the Russian Federation; other research and teaching institutes in Moscow, as well as representatives of the donor community in Moscow. Background

In 1994 the Eurasia Foundation and the World Bank carried out an assessment of the need for economics education and research in Russia and Ukraine. The 'Needs Assessment' was completed in May 1995, and the assessment and its recommendations were used by the Eurasia Foundation, jointly with the World Bank and the Ford Foundation, as the basis for designing a programme for economics education and research in Russia and Ukraine. Beginning in May 1995, the Eurasia Foundation, with support from the World Bank, embarked on an active campaign to raise financial support for this programme. The Soros Foundation, the Ford

Foundation, the Pew Charitable Trusts, the World Bank and the Eurasia Foundation agreed to launch the Economics Education and Research Consortium (EERC) in October 1995.

The Consortium agreed to launch programmes in both Russia and Ukraine. Overall management of the EERC programmes in the two countries was delegated to the Eurasia Foundation as the "Donor Implementation Agency", reporting to a Board of Directors appointed by Consortium Members. The Eurasia Foundation established small secretariats in Russia and Ukraine, as well as an office in Washington to manage the overall programme.

The *goal* of both the Russia and Ukraine Programmes over the medium to long term was to create a sustainable local capacity for teaching and research at internationally recognized standards. This local capacity would contribute to an improved quality of decision-making in Russia, in both the public and private sectors.

Although the 1994 Needs Assessment noted the importance, in both Russia and Ukraine, of building capacity in both teaching and research, it concluded that the priority need in Russia was support for research, because institutions already existed (such as the New Economic School) which provided training in economics at internationally recognized levels. The *purpose* of the Russia Programme was set out in the following terms in October 1995:

> *"to develop and support original policy-related research through grants made to organizations or individuals on a competitive basis. A Russia Program Secretariat will be established in Moscow and will be staffed by a Russia Program Director … Competitions for funds will be publicly announced and widely advertised. Research grants will be made available either to individuals or teams of economists working in universities, research institutes and government. Research grants will reflect themes which are relevant to current policy concerns in Russia. Themes for research will be identified periodically and should cover four or five focused subject areas across a fairly broad spectrum of topics. Grants will also be made in support of the Russian component of collaborative research projects between foreign and Russian scholars. Modest funds will be made available for travel grants, which will enable scholars conducting research under the auspices of the Russia Program to present their findings at conferences."*

In addition to the obvious difficulties resulting from the lack of training in modern economic theory and empirical research techniques, the initial Programme design identified a number of other obstacles faced by researchers wishing to carry out research at an international standard in Russia:

- "Entry Barriers" to Research: These included (in 1995) a shortage of computers and software and a poor communications network, both within and outside Russia; the unavailability of good quality data necessary for conducting empirical research, and the high "opportunity cost" of research which resulted from the low and possibly declining real salaries of qualified Russian researchers – immediate concerns for subsistence forced them to undertake "contract research" or other non-professionally related activities.
- The Limited Pool of Trained Researchers: The scarcity of well trained Russian economists was thought to have an important, but often overlooked effect on the research process. It meant that there were very few opportunities

for peer review, an essential feature of scientific research in any discipline and essential to improving the quality of Russian scholarship in economics. The required "critical mass" for peer review was further limited by two other factors: the uneven geographical distribution of experienced researchers (between Moscow and the rest of Russia, and among the Russian regions as well), and the uneven representation across generations of scholarship. Young Russian scholars, in contrast to their counterparts in Western countries, could not rely on mentorship from more experienced professionals to guide their research.

In response to these obstacles, the Programme design emphasised

- the systematic incorporation of peer review into the selection and monitoring of research projects supported by the consortium, which would involve senior Russian researchers, reinforced by the participation of foreign scholars.
- the opportunity for "self-investment" through the grants that would improve researchers' knowledge and skills and raise their stature within the profession. This advancement in professional stature might in due course, also facilitate access to more remunerative and challenging "contract research" and consulting that would address the problem of low salaries.

The Programme's goal was to create a sustainable local capacity for teaching and research which would contribute to an improved quality of decision-making in Russia, in both the public and private sectors. Improving the quality of public policy was at the heart of the EERC initiative, but the Programme design was very cautious on whether EERC was likely to have any immediate impact on policy, at least in its initial stages:

> *"Although the background documentation cites "policy" research as the consortium's principal activity, we would contend … that the primary audience for such research, especially during its initial phases, is actually the economics profession itself. … Whilst the research supported by the consortium can be "policy oriented" insofar as the results pertain to issues of concern to policy makers, it would be naive to anticipate a direct impact in terms of a significant influence on public policy. Such outcomes rarely occur in any polity, since public policy is shaped by a variety of factors, as well as by in-house technical research. The relationship between research and public policy, where it does occur, is usually indirect. High quality research and publication in leading journals raise the stature of individual researchers who in turn may be approached by public authorities for consultation or to undertake contract research."* [10]

The initial programme design envisaged a prominent role for the International Advisory Boards (IAB) in both Russia and Ukraine:

> *"The Board of Directors [of the donor consortium] will delegate responsibility for the management of the Consortium Program to separate International Advisory Boards for Russia and Ukraine. The International Advisory Boards will initially be comprised of five or six eminent international scholars with some experience in the NIS. Every effort should be made to bring Russian and Ukrainians into the*

[10] 'Economic Education Program: Russia - Management Structure and Program Oversight', 14 August 1995. p 9

> *decision making process at the level of the Advisory Boards as soon as possible. The Boards will oversee the management of each country program and will ensure the quality of the teaching and research supported by the Consortium. Each Board will have a Chair, who will be an ex-officio member of the Consortium Board …The International Advisory Boards will delegate responsibility for day to day management of the Consortium Program to Program Secretariats based in Russia and Ukraine."* [11]

Members of the IAB for Russia were appointed during the spring and summer of 1996. Eric Livny was hired as the Programme Director for the Russia programme in May 1996. A small secretariat was hired to support his work during the summer and activities commenced during the autumn of that year.

[11] 'Economic Education in Russia and Ukraine: Program Implementation', 3 September 1995, p 3

3. Background

In 1994 the Eurasia Foundation and the World Bank carried out an assessment of the need for economics education and research in Russia and Ukraine. The 'Needs Assessment' was completed in May 1995, and the assessment and its recommendations were used by the Eurasia Foundation, jointly with the World Bank and the Ford Foundation, as the basis for designing a programme for economics education and research in Russia and Ukraine. Beginning in May 1995, the Eurasia Foundation, with support from the World Bank, embarked on an active campaign to raise financial support for this programme. The Soros Foundation, the Ford Foundation, the Pew Charitable Trusts, the World Bank and the Eurasia Foundation agreed to launch the Economics Education and Research Consortium (EERC) in October 1995.

The Consortium agreed to launch programmes in both Russia and Ukraine. Overall management of the EERC programmes in the two countries was delegated to the Eurasia Foundation as the "Donor Implementation Agency", reporting to a Board of Directors appointed by Consortium Members. The Eurasia Foundation established small secretariats in Russia and Ukraine, as well as an office in Washington to manage the overall programme.

The *goal* of both the Russia and Ukraine Programmes over the medium to long term was to create a sustainable local capacity for teaching and research at internationally recognized standards. This local capacity would contribute to an improved quality of decision-making in Russia, in both the public and private sectors.

Although the 1994 Needs Assessment noted the importance, in both Russia and Ukraine, of building capacity in both teaching and research, it concluded that the priority need in Russia was support for research, because institutions already existed (such as the New Economic School) which provided training in economics at internationally recognized levels. The *purpose* of the Russia Programme was set out in the following terms in October 1995:

> *"to develop and support original policy-related research through grants made to organizations or individuals on a competitive basis. A Russia Program Secretariat will be established in Moscow and will be staffed by a Russia Program Director … Competitions for funds will be publicly announced and widely advertised. Research grants will be made available either to individuals or teams of economists working in universities, research institutes and government. Research grants will reflect themes which are relevant to current policy concerns in Russia. Themes for research will be identified periodically and should cover four or five focused subject areas across a fairly broad spectrum of topics. Grants will also be made in support of the Russian component of collaborative research projects between foreign and Russian scholars. Modest funds will be made available for travel grants, which will enable scholars conducting research under the auspices of the Russia Program to present their findings at conferences."*

In addition to the obvious difficulties resulting from the lack of training in modern economic theory and empirical research techniques, the initial Programme design

identified a number of other obstacles faced by researchers wishing to carry out research at an international standard in Russia:

- "Entry Barriers" to Research: These included (in 1995) a shortage of computers and software and a poor communications network, both within and outside Russia; the unavailability of good quality data necessary for conducting empirical research, and the high "opportunity cost" of research which resulted from the low and possibly declining real salaries of qualified Russian researchers – immediate concerns for subsistence forced them to undertake "contract research" or other non-professionally related activities.
- The Limited Pool of Trained Researchers: The scarcity of well trained Russian economists was thought to have an important, but often overlooked effect on the research process. It meant that there were very few opportunities for peer review, an essential feature of scientific research in any discipline and essential to improving the quality of Russian scholarship in economics. The required "critical mass" for peer review was further limited by two other factors: the uneven geographical distribution of experienced researchers (between Moscow and the rest of Russia, and among the Russian regions as well), and the uneven representation across generations of scholarship. Young Russian scholars, in contrast to their counterparts in Western countries, could not rely on mentorship from more experienced professionals to guide their research.

In response to these obstacles, the Programme design emphasised

- the systematic incorporation of peer review into the selection and monitoring of research projects supported by the consortium, which would involve senior Russian researchers, reinforced by the participation of foreign scholars.
- the opportunity for "self-investment" through the grants that would improve researchers' knowledge and skills and raise their stature within the profession. This advancement in professional stature might in due course, also facilitate access to more remunerative and challenging "contract research" and consulting that would address the problem of low salaries.

The Programme's goal was to create a sustainable local capacity for teaching and research which would contribute to an improved quality of decision-making in Russia, in both the public and private sectors. Improving the quality of public policy was at the heart of the EERC initiative, but the Programme design was very cautious on whether EERC was likely to have any immediate impact on policy, at least in its initial stages:

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individual researchers who in turn may be approached by public authorities for consultation or to undertake contract research." [12]

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> *"The Board of Directors [of the donor consortium] will delegate responsibility for the management of the Consortium Program to separate International Advisory Boards for Russia and Ukraine. The International Advisory Boards will initially be comprised of five or six eminent international scholars with some experience in the NIS. Every effort should be made to bring Russian and Ukrainians into the decision making process at the level of the Advisory Boards as soon as possible. The Boards will oversee the management of each country program and will ensure the quality of the teaching and research supported by the Consortium. Each Board will have a Chair, who will be an ex-officio member of the Consortium Board …The International Advisory Boards will delegate responsibility for day to day management of the Consortium Program to Program Secretariats based in Russia and Ukraine."* [13]

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[12] 'Economic Education Program: Russia - Management Structure and Program Oversight', 14 August 1995. p 9

[13] 'Economic Education in Russia and Ukraine: Program Implementation', 3 September 1995, p 3

4. Programme Activities, 1996-2003

In this section we review the performance of the Russia Programme since 1996, including the grants programme, the Programme's outreach and training activities and other initiatives, such as the online provision of data. For both the grants and the training, we examined publicity material and selection of participants. For the grants programme we examined the role of the workshops and the resource persons in mentoring the researchers during the proposal submission process and the conduct of the research, and the choice of thematic areas for research. For the outreach and teaching activities we examined the choice of topics for training and curriculum delivery.

4.1 The Grants Programme

The Programme announced its first grants competition in the summer of 1996, and held its first research workshop, at which proposals were presented and discussed, in November 1996. Since then, 12 more workshops have been held on a regular bi-annual schedule.

The programme had made 228 grants for research projects, of which 92 were for proposal development and 169 were full grants. 83 individuals have received proposal development grants and 174 full grants.[14]

[14] The differences between the numbers of grants given and the numbers of individuals who have received them are the net effect of the fact that some individuals have received more than one grant and that some projects are conducted by more than one individual.

Table 15 shows the significance of the grants programme in the Russia Programme's activities over time. At its peak, in 1997 and 1998, the grants programme represented over one half of total expenditure, and dominated all other activities in the Moscow office. It is also important to note that the proportion of expenditure devoted to the grants programme has fallen steadily since 1998, to only 24 percent in 2002 (with a small rise to 29 percent forecast for 2003). It seems clear, therefore, that the grants programme, while dominating the activities of the Russia programme in its early years, is now of less importance in the overall portfolio of activities (as measured by the proportion of resources it receives). This shift in importance is the result of two factors: first, a sharp fall in the level of absolute expenditure on the grants programme (38 percent – from a peak of $532K in 1999 to $332K in 2003) at the same time as total expenditure on the Russia programme levelled off, with 2003 spending at the same level as in 1999.

Table 15: Expenditure on the Grants Programme

Fiscal Year	Expenditure on Research Grants ($US)	Total Programme Expenditure ($US)	Grants as a Percentage of Total Expenditure %
1996	n/a	77,697	n/a
1997	392,303	698,915	56
1998	497,386	903,846	55
1999	532,996	1,041,731	51
2000	523,135	1,385,205	38
2001	466,050	1,811,632	26
2002	364,142	1,532,608	24
2003 (est)	332,243	1,131,872	29

Note: Expenditure on Research Grants includes both the grant awards and the cost of the biannual research workshops.

The scale of the grants programme reached a steady state fairly early on and from there, the number of proposals reviewed grew only slowly.

Table 16: Statistics on the Grants Programme and Research Workshops

Workshop	Number of New Proposals Invited for Presentation	Number of Interim Reports	Number of Final reports	Total Reviewed	Number of Reviewers
1996 (1)	12	n/a	n/a	n/a	n/a
1997 (1)	32	7	1	40	18
1997 (2)	23	9	6	38	19
1998 (1)	18	8	8	34	17
1998 (2)	26	8	8	42	18
1999 (1)	27	6	6	39	22
1999 (2)	29	7	6	42	23
2000 (1)	18	13	7	38	26
2000 (2)	34	7	8	49	24
2001 (1)	33	5	9	47	22
2001 (2)	26	10	3	39	21
2002 (1)	26	7	14	47	22
2002 (2)	25	8	10	43	21
2003 (1)	27	7	6	40	22

Note: The procedures for the review of proposals at the first workshop (1996(1)) differed significantly from those followed at subsequent workshops. As a result, the figures for the first workshop are not comparable to those for later workshops.

It is clear from the figures in the second column of the table that (aside from the outlier in 1997(1)), the volume of new proposals submitted rose steadily between 1996 and 2000, fell slightly in the first 2000 workshop, but then rose sharply at the next workshop. This is doubtless attributable to the decision in 2000 to open the

research grants competition to scholars outside Russia but based in one of the former Soviet Republics. The current level of new proposals seems to have settled at an equilibrium level of 25. Whether this level is sustainable, either financially or in terms of the flow of new applicants is unclear: we return to this issue below.

The African Economic Research Consortium (AERC) in Nairobi is perhaps the institution whose research grants competition most closely resembles that of EERC.

Table 17 gives an idea of the scale of AERC's research grants programme.

AERC has always operated at a higher level of activity (in terms of grants awarded) than EERC, as a comparison of

Table 16 and

Table 17 reveals. The AERC figures are given by fiscal year, and each fiscal year includes two workshops, so the average 'flow' of new proposals accepted at each workshop was 20-22 between 1995 and 1998, and 16 in recent years. The corresponding figure for EERC, which can be inferred from the number of interim reports considered at each workshop is significantly lower – typically 7 or 8, and only rising above ten at two workshops. There is, then, a difference in the scale of the two grant competitions. Moreover, this comparison understates the difference in the size of AERC and the EERC Russia programme. It is important to bear in mind that AERC also administers a sizeable training programme, involving a regional collaborative Masters programme in economics and more recently a PhD programme in economics as well. The training programme is responsible for a large part of AERC's budget, resources and staff time.

Table 17: Thematic Research Grants by AERC from 1991 to date

Fiscal year	Grants awarded
1991	39
1992/93	42
1993/94	50
1994/95	38
1995/96	40
1996/97	40
1997/98	43
1998/99	40
1999/2000	33
2000/01	25
2001/02	33
2002/03	32

In our discussions with members of the International Advisory Board in Moscow, there was a clear consensus that the quality of the proposals submitted has improved significantly over time.[15] In the most recent round (July 2003), for example, members of the IAB noted that they were obliged to reject – on funding grounds – proposals which were entirely suitable in terms of their academic quality. For the first time, they noted, there were more fundable projects than available funds.

[15] This conjecture is difficult to verify. A rising proportion of proposals accepted might indicate improved quality, but the standards by which proposals are judged may also have changed over time.

The review of the proposals is organized according to thematic groups, and there have typically been four or five groups. Thematic areas have shifted as priorities for donors, policy-makers and researchers in the region have changed over time.

Table 18: Research Themes

Workshop	Thematic Groups				
1996 (1)	Macroeconomics	Microeconomics (firm)	Microeconomics (household)	Regional Economics and Trade	
1997 (1)	Macroeconomics	Microeconomics (firm)	Microeconomics (household)	Regional Economics and Trade	
1997 (2)	Macroeconomics	Microeconomics (firm)	Microeconomics (household)	Regional Economics and Trade	
1998 (1)	Macroeconomics	Microeconomics (firm)	Microeconomics (household)	Regional Economics and Trade	
1998 (2)	Macroeconomics	Microeconomics (firm)	Microeconomics (household)	Regional Economics and Trade	
1999 (1)	Macroeconomics	Microeconomics (firm)	Microeconomics (household)	Regional Economics and Trade	
1999 (2)	Macroeconomics and Finance	Enterprises and Product Markets	Labour and Social Policy	Public Economics	
2000 (1)	Macroeconomics and Finance	Enterprises and Product Markets	Labour and Social Policy	Public Economics	
2000 (2)	Macroeconomics and Finance	Enterprises and Product Markets	Labour and Social Policy	Public Economics	
2001 (1)	Macro, Financial Markets and Open Economies	Enterprises and Product Markets	Labour and Social Policy	Public Economics	
2001 (2)	Macroeconomics and Finance	Enterprises and Product Markets	Labour and Social Policy	Public Economics and International	

				Trade	
2002 (1)	Macroeconomics and Finance	Enterprises and Product Markets	Labour and Social Policy	Public Economics	
2002 (2)	Macroeconomics and Finance/ International Trade	Enterprises and Product Markets/ International Trade	Labour and Social Policy	Public Economics	International Trade and Regional Integration
2003 (1)	Macro, Finance and Open Economy Macro	Enterprises and Product Markets	Labour and Social Policy	Public Economics	International Trade and Regional Integration

Some of the reasons stated for changing the themes were – in the early years – simply broadening the coverage of subfields, as capacity improved. After the debt default crisis in 1998, there was, apparently a reconsideration of the research themes, which resulted in a reduced emphasis on macroeconomics and trade, and more emphasis on research topics likely to be relevant to domestic policy issues. In the last two competitions, trade and regional integration has been reintroduced as a research theme.

The choice of themes is broadly similar to that of AERC, which has thematic groups on Poverty, Income Distribution and Labour Market Issues; Trade, Regional Integration and Sectoral Policies; Macroeconomic Policies, Stabilization and Growth; and Finance, Resource Mobilization and Investment. This similarity is perhaps not surprising, since the research grants process at both AERC and EERC has a heavy methodological orientation, and so tends to be closely aligned to sub-fields within the economics disciplinie.

It is noteworthy that the 'Poverty' research theme was not introduced in AERC until 1995, in part the result of the Thorbecke evaluation, which called for an increased emphasis on this set of issues. From this point of view, it is noteworthy – and commendable – that EERC's research themes took account of this issue – at least in terms of households and labour markets – from the beginning.

AERC is a network with many similarities to EERC. If we were to assume that AERC had reached an equilibrium level of activity, and a sustainable scale of operations (both administratively and intellectually), then we might conclude that the EERC Russia programme might be 'too small' in the sense of being below a certain minimum scale of activities, since its grants programme is slightly smaller than AERC's, and in addition EERC does not have a training programme on the scale of AERC's.

This suggests that it may be necessary to expand the scale of EERC's activities in order to reach a sustainable critical mass. Expanding the research grants programme is one way of achieving this scale, but risks running into a diminishing pool of suitable researchers. It is also likely to require an expansion in the number of Resource Persons: even if more 'local' researchers were recruited to serve as Resource Persons, this would add to the costs of the grants competition. A larger scale might also be achieved by expanding EERC's activities into new areas, or by bringing EERC into a closer relationship with another research or capacity building institution which might serve as a 'host' institution for EERC or as a longer term strategic partner. We return to this issue as well in our discussion of the way forward, later in this report.

4.1.1 Publicity for the Grants Programme

EERC uses a variety of channels to ensure that the information about the grants programme crosses the barriers (usually due to internal departmental disagreements and personal conflicts) that sometimes prevent individuals within a department from being informed of opportunities known to other members of their department.

Table 19 summarizes the responses in our survey of grantees to the question of how they first heard of the programme.

Table 19: How Grantees Learned of the EERC Grants Programme

Source of Information	
Informally	13%
From a past grant recipient	11%
EERC Website	8%
From the Economics Department with which the respondent was affiliated	8%
EERC Presentation	6%
Newspaper Ad	2%
Recommendation of some one else	2%
Through a past instructor or teacher	0%

The highest proportions (13 percent and 11 percent) first heard about the programme "informally" or "through a past recipient". 8 percent learned of it through their department, and 8 percent from the EERC web-site. While informal means dominated the formal response to this question, the additional comments made by the respondents indicated that the advertisements were shared and read carefully, which is not surprising since they outline the criteria for the competition (it was not clear whether this referred to the website or those in printed publications). Several respondents praised the quality and effectiveness of EERC's mailing list.

Recipients were asked how well known the program is outside of Moscow. The majority did not answer directly, but added comments which suggested that the programme is known among economists who understand econometrics, but that that this group is relatively small and somewhat closed. One respondent described the EERC programme as "… known, but not well-known." Some expressed desire for greater regional representation and even wider distribution of grants. There was also evidence of some rivalry across amongst the regions: researchers from Ekaterinburg drew attention to the number of grants awarded to researchers from Novosibirsk.

When asked how EERC could improve its publicity for the programme, many respondents said that it was adequate or had no recommendations. Suggestions included greater participation in regional and "Russian format" conferences, further advertising in Russian economics journals, greater direct mail to individuals and institutions, and additional EERC presentations at regional institutions.

4.1.2The Selection of Grantees

The application process was widely seen as open and transparent and as being handled professionally. We received few suggestions on how it might be improved, but there were again comments about even more intensive outreach to the regions.

One or two 'process oriented' comments including limiting individuals to one grant per six years, excluding "insiders" from NES and CEFIR from receiving grants, receiving more feedback on why proposals were rejected, and greater rotation of experts. Both suggestions raise important issues. We discuss the issue of 'Moscow concentration' of the grants below.

Just under 1/3 had only applied once for an EERC grant, and the rest had applied more than once. Respondents largely reported that had they not received EERC's funding, they would have pursued the research by other means, either un-funded or via applications to other sources to later EERC competitions

When asked why they thought any of their applications had been rejected, the majority of those who responded suggested there had been some learning during the application process about the analytical quality required for a successful proposal. A minority expressed some dissatisfaction with the process (close competition against a similar proposal, and moving goal posts from changing reviewers) and, as one researcher put it "the failure of Western experts to understand what is really important in Russia."

4.1.3The Distribution of Grants Across Individuals and Institutions

Whatever the validity of these comments on the publicity for the grants programme, it is clear that the programme reaches a wide range of people and consistently attracts a high percentage of new grantees. Only 12 (13 percent) out of 92 recipients of development grants received more than one grant, and of these, two received three such grants. For full grants, 28 (20 percent) out of 140 grantees received two or more grants. For the programme overall 164 (70 percent) grantees out of 228 received only one grant of either type. Some of those receiving more than one grant would have been funded twice in order to support both the development of the proposal and the execution of the research project.

Table 20: Distribution of Grants Across Individual Researchers

Development grants		Full grants		Total grants	
Number of Grants Received	**Number of Individuals**	**Number of Grants Received**	**Number of Individuals**	**Number of Grants Received**	**Number of Individuals**
3	2	4	1	5	1
2	10	3	3	4	2
1	80	2	25	3	10
Total:	**92**	1	140	2	51
		Total:	**169**	1	164
				Total:	**228**

About 1/3 of the respondents reported having received other research grants. About 2/3 of these were from foreign sources and almost all of the rest were from local organisations that are backed by foreign donors. It is likely that respondents did not mention financial or in-kind support from their university and only reported grants similar to those awarded by EERC.

Grant recipients are based at 123 different institutions in 15 countries. Most are in the former Soviet block: Armenia, Belarus, Kazakhstan, the Kyrgyz Republic and Ukraine as well as Czech Republic Some grantees are also doing research in the West, in Canada, France, Italy, the Netherlands, Sweden, Switzerland, the United Kingdom and the United States.[16]

EERC Russia grantees are also spread across Russia to institutions based in 23 different cities. St Petersburg, Ekaterinburg and Novosibirsk represent the main concentrations outside Moscow. Several other cities have more than one institution

[16] These figures are current locations of EERC grantees and are not necessarily permanent affiliations nor the institution from which a grantee hailed when he or she received the grant.

with EERC grantees: Izhevsk, Novgorod, Pskov, Rostov on Don and Saratov. There is fair balance of cities in Western Russia, Siberia and the Far East.

Table 21 shows the institutions where most of the grantees are currently based.

Table 21: Institutional Affiliations of Grantees

Rank	Institution	Total Number of Grantees
1	Institute of Economics and Industrial Engineering, Siberian Branch, RAS	25
2	Centre for Economic and Financial Research (CEFIR)	16
3	Central Economics and Mathematics Institute, RAS (Moscow)	14
4	Moscow State University	9
5	Economic Expert Group (Moscow)	7
6	Higher School of Economics, State University (Moscow)	7
7	Institute for Financial Studies (Moscow)	7
8	Urals State University	7
9	Institute for World Economy and International Relations, RAS (Moscow)	6
10	Novosibirsk State University (Moscow)	6
11	Rostov State Economic University	6

Thirty grants were awarded to researchers based at the Centre for Economic and Financial Research (CEFIR) and Central Economics and Mathematics Institute (CEMI). The Russia programme is currently housed in the same building as CEFIR and CEMI and this could create the perception that researchers from these institutions have the 'inside track' the research grants competition. This may have been an issue in the early days of the programme, when the number of successful applicants from these institutions was proportionately even higher. We believe the programme has, through energetic outreach activities in Russia and elsewhere in the FSU, addressed this concern reasonablyh effectively. This is, however, a difficult issue to address, given the sharp disparity in research capacity between Moscow and the rest of the FSU. It remains a concern, not least in discussions of a new institutional home for the programme.

Respondents were also asked to specify the reasons why they applied for a grant. The reasons given included the programme's reputation, the mentoring it offers and the level of financing, with mentoring standing out as the highest rated reason. Goals for the projects were mostly pursuit of research for its own sake. The opportunity to publish locally or internationally, or to participate in the policy process ranked lower.

The geographic distribution of applicants and grantees has been a concern in the program since its inception. This concern has focused in particular on the number of grantees based at Moscow institutions, since there are thought to be many more opportunities to obtain funding and acquire research experience in Moscow than elsewhere in Russia.

The data available to us suggest that the program has addressed this concern effectively. The proportion of applicants based in Moscow has fallen from 40 to 45 percent in the early workshops to under 20 percent in the three most recent workshops. There has been a heavier concentration of grants awarded to Moscow researchers, which was initially 75 percent, then fell to 50-60 percent. The figure shows some volatility, so it is not possible to conclude that fall to the lower figures of 15 percent and 33 percent observed in recent workshops is sustainable. Indeed, an examination of the absolute numbers of researchers receiving grants (as opposed to the percentage distribution) suggests that the absolute number of researchers who apply for and have any chance of receiving a grant is not large. In recent years the number of grantees outside Moscow has fluctuated between 5 and 10, which suggests that, if Moscow researchers were completely excluded from the competition, the size of the grants program might fall below a minimum critical size, unless other measures were taken to recruit other applicants or enhance the skills and success rate of those who do apply.

The program was initially only open to researchers based in Russia, and not in the other countries of the former Soviet Union. Until the eleventh workshop, over 97 percent of the applicants and grantees were from Russia. The decision to open the competition to researchers from the rest of the FSU had a dramatic impact on the composition of the applicants, with the proportion of Russians falling from almost 100 percent to 50 to 60 percent. The proportion of Russians has risen slightly since then to approach 70 percent. Russian applicants are slightly more successful than those from other countries in winning grants, and represent slightly over 70 percent of the grantees, but the difference is unlikely to be statistically significant.

Between 80 and 90 percent of the applicants and grantees are employed by academic institutions, between 5 and 10 percent in government. These proportions have fluctuated over time, but show no clear trend. The proportion of applicants employed in the private sector began and has remained low, never rising above 10 percent, but these applicants have tended to be very successful in the competitions, on several occasions representing 15 to 20 percent of the research grants awarded.

The percentage of female grantees has tended to rise over time. Initially the ratio of males to female applicants was 60: 40, but ratios of 55:45 have been observed in recent workshops. The ratio for grants awarded is less encouraging. Although the first workshop saw a 50:50 ratio among grantees, recent workshops have more often seen ratios of 65:35 or even, on one occasion, 75:25. Whether this high ratio will persist is, however, a little difficult to predict, since it may also reflect the recent decision to allow applications from outside Russia, and this now pool of applicants may have a somewhat different gender balance.

We also examined the composition of the applicants and grantees by the academic field of their most recent degree. We were slightly surprised to find that in most years about 6 percent of the applicants were drawn from other social sciences, and that in recent years these applicants have been relatively successful in obtaining grants, representing between 10 and 15 percent of the grants awarded at some workshops. By contrast, a somewhat higher proportion – 10 to 15 percent – of applicants were drawn from mathematics and physics and these applicants were even more successful in obtaining grants, on some occasions capturing 50 percent of the grants awarded.

It is commonly believed that economists in Russia are drawn very heavily from those with a mathematics or physics background. The EERC data are consistent with this

belief, but it is worth noting that the program does seem to have had some success in drawing in researchers from other social sciences. This may be due to the presence of the "Labour and Social Policy" thematic group, or to the broad coverage of the publicity for the grants programme. Whatever the explanation, we view the ability to draw in other social scientists as a noteworthy achievement, and one worth continuing. Attempts at 'interdisciplinary' or 'multidisciplinary' research in the social sciences have met with limited success over the years, for a variety of reasons. These reasons include the sharply different nature of the paradigms and analytical frameworks employed in different social sciences, as well as the lack of incentives for such collaboration because of the difficulty in publishing the results of such collaborations in 'mainstream' journals in each field.

Our investigation of the distribution of applicants and grantees by age revealed no clear trends, either towards younger or older cohorts of researchers. We would have expected, a priori, to have seen a gradual shift toward younger researchers, but it may be that the number of younger people choosing to puruse a research career has fallen. If the pool of young researchers, at least in universities, is shrinking, this may have tended to offset attempts by EERC to identify and promote younger researchers.

We also examined the distribution of researchers by the nature of their previous degree. We found no clear trends in the distribution between Kandidat Nauk and Doktor Nauk, which is consistent with the absence of any clear changes in the age distribution. There was, however, a gradual shift towards those with PhD and MA degrees (which could have been obtained in North America or Europe, or even from the EERC Kyiv programme). Individuals with these degrees now represent almost 10 percent of the applicants, and a much higher proportion of the grantees. In recent workshops, for example, 7, 15, 33 and 43 percent of the recipients of full research grants held an MA.

These figures might at first glance lead one to conclude that the grants program was of particular benefit to those with Western training, but further examination of the data suggested that this was not the case. We compiled statistics on the proportion of applicants and grantees who had and had not received training in the West, and found this ratio, though fluctuating from workshop to workshop, showed no clear tendency to move far from a ratio of 30:70 (i.e. 30 percent of applicants had received some training the West, and 70 percent had not). We believe that a ratio of 30:70 is reasonable, given the programme's aim of introducing western methodological approaches in Russia.

A difficulty often experienced by grants competitions such as those run by EERC is the tendency to 'fish' from a dwindling pool of applicants, and to award grants to the same group of people again and again. We therefore investigated whether there was a tendency to award "repeat grants" to a small number of researchers. The data in **Table 20** suggest that this is not the case with the EERC grants program: only a small number of researchers have received more than one grant. In part this may be the result of opening the competition to researchers outside Russia, which may have enlarged the pool of researchers. If so, this decision was not only of benefit to the newly included researchers, but may have benefited EERC as well, by contributing to the continued health and vigour of the grants programme. Figure confirms this conclusion: the cumulative number of grantees shows no signs of levelling off.

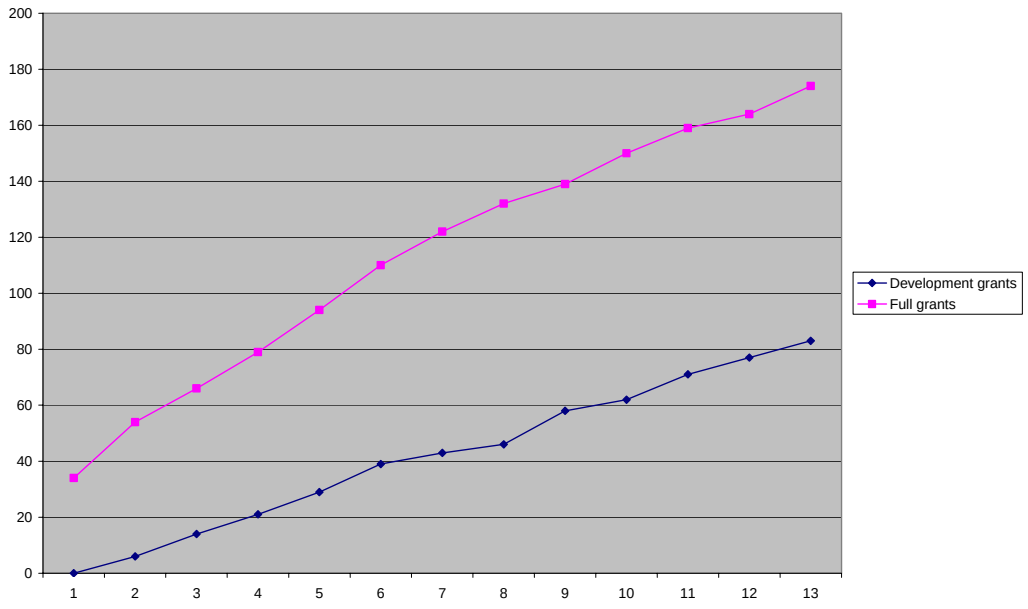

Figure 1: Cumulative Number of Researchers Receiving EERC Grants

Mentoring is clearly at the heart of the research workshops, and our survey and discussions with grantees confirmed the important role of the workshops and the Resource Persons in mentoring local researchers and improving the quality of the research they carried out. The Resource Persons play a vital role in this process and their willingness to devote their scarce time to this process has played a major role in the impact of the grants programme and of EERC as a whole.

The responses to our survey questionnaire, as well as our own observation of the workshop process suggest that the mentoring process focuses mainly on methodological issues, not policy relevance. The survey responses confirm this: the review process was seen as making papers more scientifically rigorous by 31 percent of respondents, more policy relevant by 15 percent and more original by 5 percent.

We also explored the issue of 'continuity' versus 'rotation' of Resource Persons. This is a complicated issue, and strongly divergent opinions were expressed. The advantages of rotation were clear: it leads to an infusion of new resource persons, with new perspectives and ideas for research, and so widens the international network of researchers to which local researchers were exposed. There is, however, an argument for continuity of Resource Persons, at least across the life cycle of a research grant: when new Resource Persons enter the review process part way through the research process, it is possible that they will provide advice which is at variance with the advice received by Resource Persons at an earlier stage. This has the potential to confuse and frustrate those carrying out the research. On balance, we think continuity is desirable.

4.1.4 Openness and Transparency of the Grants Programme

Peer review is a widespread and indeed almost universal practice in scientific research communities in Europe and North America. As a result, it is easy to take the peer review process for granted. To do so would, in our view, be a serious mistake, and would undervalue one of the key achievements of the Russia Programme.

In the Russian context it would be a mistake to assume that peer review is the norm. The original Programme design in 1995 identified the absence of a well functioning peer review process as a key obstacle to improving the quality of economics research in Russia and the CIS.

Peer review is common practice in donor funded activities and programmes in Russia, and the Independent Institute for Social Policy (with which EERC currently collaborates) also employs peer review. But our discussions with officials from the Academy of Science and from the Russian Foundation for Fundamental Research suggested that even today, in 2003, there are few, if any other examples of open and peer review of research proposals in the social sciences in Russia.

In this context, the Russia programme's establishment of an open, transparent and efficient peer review process for its research grant programme is all the more remarkable.

We compared the review process now in place in the Russia programme with that operating in the closest comparable institution – the African Economic Research Consortium. The AERC grants programme is widely viewed by donors as a model of an open and transparent competitive review process. The system in place in the Russian programme is also considered to be a fair and open process. A more detailed comparison of the AERC and EERC processes clearly reveals that the EERC process is in fact significantly more transparent, as well as more efficient, than the AERC system. One example may suffice to illustrate the openness and efficiency of the EERC procedures. Grant applicants can now view, on the EERC Russia website, the list of all those who have applied for grants in the current competition round, as well as the current status of each grant application, as can be seen in Figure 2 below. Few, if any, research grant competitions even approach this level of transparency: the EERC process is exemplary in this regard.

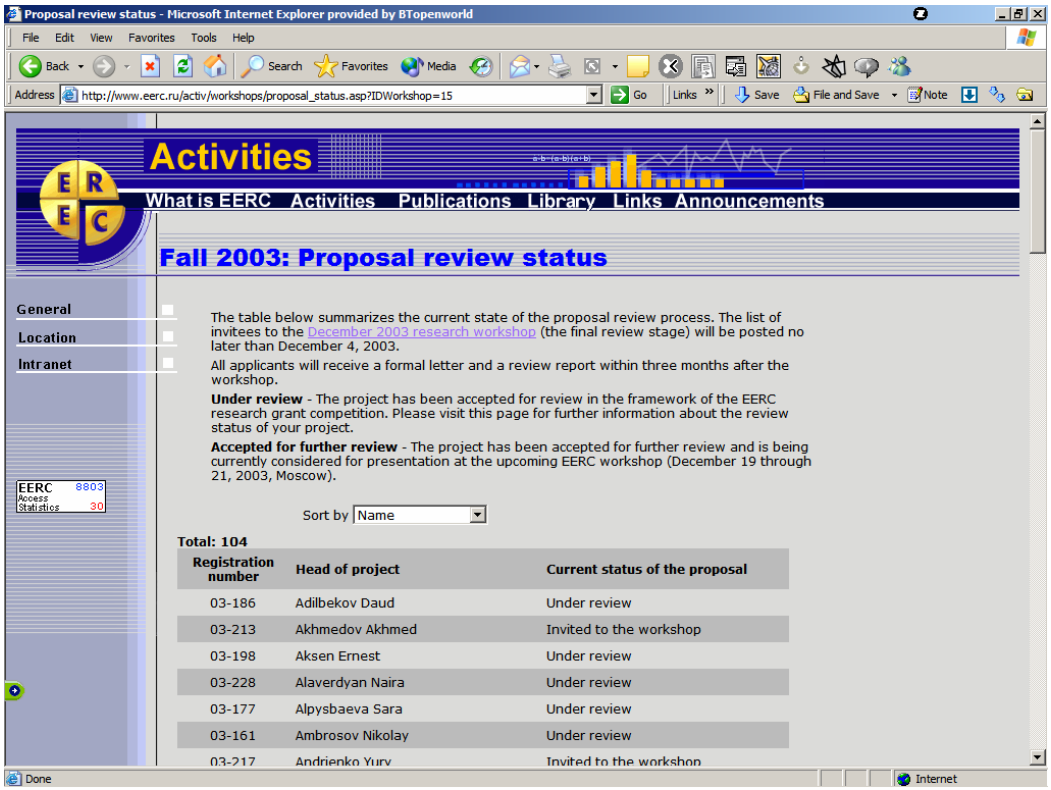

Figure 2: Online Information on EERC Grant Applications

Creating and sustaining such an efficient and transparent system of peer review is an important achievement of the Russia programme, and should be recognized as such. In our interviews and discussions of the Russia programme, the most frequent observation on the programme was that it had helped to establish the concept of peer review as the norm within a research community, and that the proposals which were selected as part of the peer review process helped define a benchmark for high quality research to which Russian researchers could and should aspire.

Standards and shared values play an essential role of the life of any community, and the economics research community is no exception. The importance of setting a standard for good research is hard to measure in quantitative terms, but our interviews with a wide range of academics and policy-makers left us in no doubt that this represented an important achievement of the Russia programme. Standards setting is a classic example of a public good with important externalities: in this sense the EERC Russia programme has created an important public good which benefits the economics research community in Russia and the CIS.

4.2 Outreach and Training Activities

Since its inception EERC has run two formal training activities, each somewhat independent of the grants programme: methodological seminars and summer schools.

EERC's website currently describes these seminars as follows:

> *"… designed to enlarge the pool of well-trained researchers in the CIS and to provide network members with enhanced professional development opportunities. Unlike other educational programs, which concentrate on upgrading faculty qualifications and curriculum development, the thrust of EERC's efforts is in the provision of specific analytical tools that are useful for policy-relevant economic research in the post-Soviet (post-planning) era."*

The methodological seminars were launched in 1998 when it became clear that a number of applicants lacked knowledge of basic techniques necessary to carry out economic research. Seminars continued in 1999 and 2000 at the same level of expenditure (2 to 3 percent of total programme spending). In 2001 spending on the seminars rose very sharply, and summer schools were launched as well. Spending on training activities rose in that year to represent a significant proportion (15 percent) of total programme spending. The scale of training activity declined in 2002 to 5 percent of total programme spending, and is now insignificant.

Table 22: Expenditure on Training Activities

Fiscal Year	Expenditure on Training Activities	Total Programme Expenditure	Training Activities as a Percentage of Total Expenditure
1996	n/a	77,697	n/a
1997	0	698,915	0
1998	22,312	903,846	2.5
1999	35,002	1,041,731	3.4
2000	27,710	1,385,205	2.0
2001	210,411	1,811,632	11.6
2002	102,485	1,532,608	6.7
2003 (est)	6569	1,131,872	0.6

The seminars are designed not simply to show applicants how to prepare better proposals but also to give them additional tools for economic analysis more generally and a better understanding of the approach taken in Western economic studies. **Table 23** lists the methodological seminars provided to date.

Table 23: EERC Methodological Seminars, 1998 - 2002

Topic of Methodological Seminar	Date
Panel Data Analysis	May 1998
Applied Methods in Trade Policy Analysis	September 1998
Economic Geography and Agglomeration	March 1999
Labor Markets and the Applied Microeconomics of Transition	May 1999
Applied Econometric Time Series Analysis	November 1999
The Economics of Federalism	May 2000
The Economics of Regulation	October 2000
Micro-econometrics and Labor Issues in the Transition Countries	November 2000
Econometrics I: Estimation and Inference in Econometrics	November 2000
Econometrics II: Times Series Analysis	April 2001
Econometrics III: Panel Data Analysis	November 2001
Introduction to Economic Project Evaluation	May 2003

EERC seminars are scheduled at various times throughout the year, with the call for proposals beginning a few months before the seminar start date.

EERC's website states that the summer schools "introduce CIS participants – young researchers and university faculty – to modern research and teaching techniques.

Traditional classroom instruction is complemented by special interactive sessions that enhance the participants' ability to conduct high-quality independent research."

The summer schools seem to have evolved from the methodological seminars. In a similar fashion, but over a longer period of time, the summer school sessions also taught researchers the fundamental analytical tools of "modern" economic research.

The last summer school took place in Kyiv, July 15-28, 2002, on the premises of the EERC Economics MA program at the Kyiv Mohyla Academy.

It is notable that EERC has been able to raise funding from outside the Consortium for the Summer School Initiative. The Global Development Network (GDN) and the Higher Education Support Program (HESP) of the Open Society Institute have been recent contributors.[17]

We conducted a survey of participants in these training activities to determine the degree to which they too contributed to EERC's mission. We also wanted to have a clearer picture of this activity, since training represented a possible direction in which EERC might expand its activities. 19 people responded to our questionnaire.

4.2.1 Selection of Participants

The selection process for the methodological seminars and summer schools is similar to that of the grants competition, in that it uses EERC's mailing list, newspapers and journals and the EERC website, and relies on the cooperation of other economics training institutions.

Based on our survey of participants in methodological seminars and/or summer schools (those who did not go on to receive grants), 'word of mouth' seems to be the most important source of information concerning the training events. That said, a much higher proportion found out about the programme through a past teacher or instructor.

Table 24: How Participants Learned About EERC Training Events

Source of Information	
Informally	26%
Through a past instructor or teacher	21%
From the Economics Department with which the respondent was affiliated	21%
EERC Website	21%
EERC Presentation	11%
Newspaper Ad	11%
From a past grant recipient	11%
Recommendation of some one else	5%

Note: Totals exceed 100 percent because some grantees chose more than one answer.

Some respondents' comments suggested that some people learned of the events through research centres that are not strictly "economics departments" and others seem to have been directly invited by EERC.

When asked how EERC could improve its publicity, answers were largely similar to those of those of the recipients of research grants – that it was largely adequate but that more intensive efforts to reach those in the regions would be useful. An additional suggestion from one trainee was to translate the application materials into Russian.

[17] GDN and HESP are members of the EERC Consortium.

The majority of respondents had already received foreign grants, and about 1/3 had received two or more such grants.

The selection of participants was seen by respondents as fair and transparent, although some commented about a 'Moscow bias' in the programme's early years, but this seems to have diminished more recently.

4.2.2 Syllabus and Curriculum Delivery

The training was seen to be well-conceived and well executed. Almost all respondents rated the choice of instructors (a mixture of Western and Russian instructors), the choice of topics and the techniques for formal instruction and tutoring as 'excellent' or 'good'.

Many of the respondents to the survey indicated that the training had resulted in changes to their teaching methods, had inspired them select new research projects and had led to new professional contacts as a result of attending the training events.

Table 25: Conferences attended by EERC Grantees

Explaining Growth in Kyrgyzstan	Third Annual GDN Conference	December 2001 Rio-de-Janeiro, Brasil sponsor – GDN
"Do Firms' Participation in FIGs Relax Their Budget Constraints: Evidence from Russia"	CEPR/WDI conference on Transition,	July 2000, Moscow
"Does Financial-Industrial Group Membership Affect Fixed Investment: Evidence from Russia",	The 52nd IAES conference	Philadelphia PA, USA, October 2001
Economic Factors Influence upon the Russian Capital Market Behavior	PhD defence	Central Economics and Mathematics Institute, 2001, Moscow
Modeling the bid-ask spreads: option techniques used.	7th Annual Asian and Pacific Financial Association Conference,	2000, Shanghai
	PET Conference	Paris 2002
	IEA World Congress,	2001, Buenos-Aires
Optimal tax-enforcement (under imperfect quote)	ASPE Meetings	St Petersburg 200
	RECEP conference, Novgorod, 2001, ECPR workshop for young economists, Slovenia, 2001 (Supported by EERC)	
	International Society for New Institutional Economics Conference	Berkeley, 2001
	Copenhagen Business School workshop,	Copenhagen,2000

4.2 WWW.EERC.RU

The 1995 programme design identified a shortage of computers and software, poor communications networks, and the absence of good quality data necessary for conducting empirical research as important obstacles to improving the quality of economics education and research in Russia and the CIS.

In addition to its grants programme and training activities, the Programme has launched a number of online initiatives of particular interest:

- a reference library
- a data survey and center
- an information exchange server
- a teaching forum

The on-line reference library (www.eerc.ru/library) gives access to a wide range of journals through a subscription to JSTOR (www.jstor.org). Given the long publication lags in most scholarly journals, access to working papers ("pre-prints") is more important than access to journals for researchers who wish to work at the frontiers of current research. The EERC library responds to this need by providing access to over 10,000 papers from the NBER (www.nber.org) and CEPR (www.cepr.org) series of working papers. These represent the key international working paper series in economics, and provide EERC researchers with access to a very wide range of current international research. Access to JSTOR and to these two working paper series gives local researchers immediate access through the web to most of the literature which they would need to carry out their research. In this regard, EERC provides a significantly superior service to that provided by AERC to its researchers.

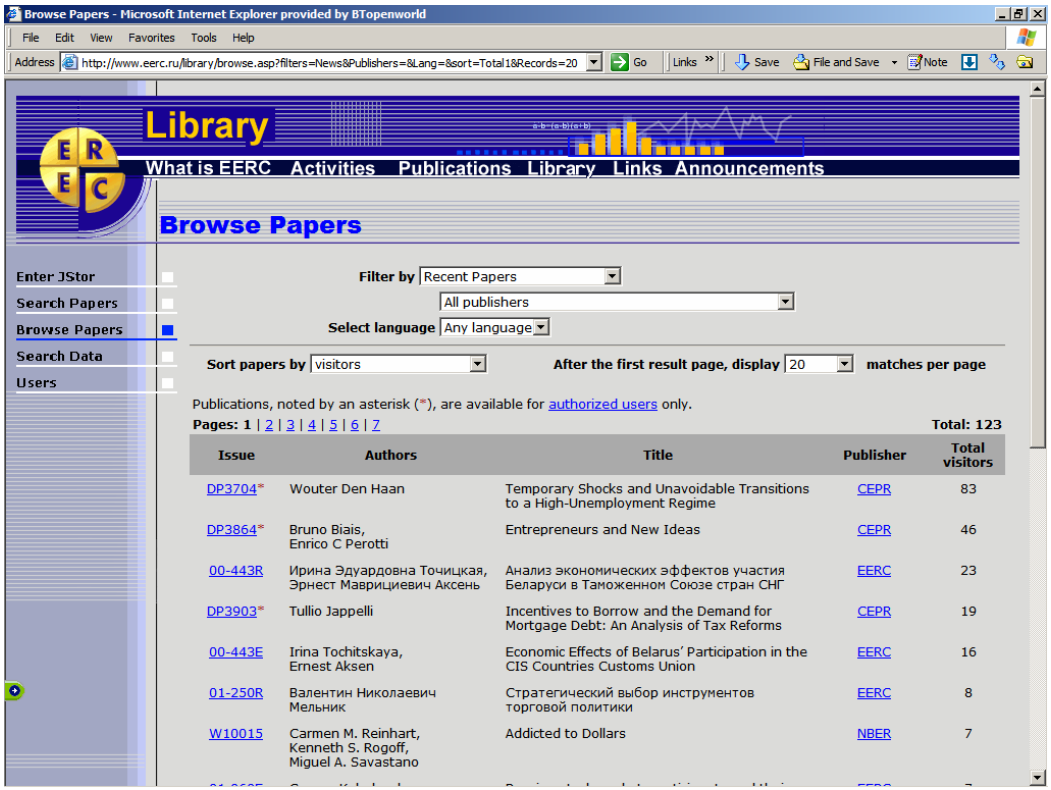

Figure 3: Access to Working Papers at www.eerc.ru

Access to the library is given to "EERC network members", who must register on an annual basis (see http://www.eerc.ru/library/participation/). Members of the network include CIS-based researchers whose projects are currently supported by the EERC, as well as EERC "alumni". Our impression is that access to this valuable on-line resource has been granted very freely, which we view as an entirely sensible decision.

Much EERC research is empirical in nature, and access to good quality data in Russia and the CIS has been a significant obstacle to empirical research. The EERC website offers access to a wide range of data through the "GDNet Data Initiative" (www.eerc.ru/activ/Special_Initiatives/Data_Initiative). With support from the World Bank and the Global Development Network (GDN) EERC surveyed CIS researchers in order to identify existing datasets and databases and created a data catalogue with links to over 400 datasets on transition and developing countries. The Initiative, which is still in beta testing, cannot, of course, improve the quality or availability of data from official sources, but it can play an important role in spreading information about data which is publicly available, and reduce some of the obstacles to carrying out empirical research on the transition economies.

Access to the scientific literature and to data are essential in order to carry out research which meets international standards. Although not directly relevant to carrying out research itself, information on people, institutions and career opportunities is no less important in building a community of economics researchers in Russia and the CIS.

The Russia programme has addressed this need as well, in collaboration with GDN, through the "CIS Window" (www.gdnet.org/cis). The CIS Window will be launched in December, and will feature news of new social science research from the region, profiles of individual researchers and research institutions, as well as news of conferences and workshops, jobs and funding opportunities.

Improving the quality of economics education is also one of the goals of EERC. The Russia programme, while focused on research, has also devoted some resources to curriculum improvement in the "Teaching Economics" area of its website (www.eerc.ru/teaching). This has recently featured "Bringing Research into the Classroom", a competition to improve curricula in macroeconomics, econometrics, labour economics, and industrial organization.

Overall, the Russia Programme's online presence at www.eerc.ru is world class, and is as imaginative and well executed as that of any other research network or policy research institute in the world. It has effectively addressed the obstacles identified in the 1995 programme design. Access to the scientific literature and to relevant data sets represents another important and very high quality public good which EERC provides to the research community in Russia.

4.4 Collaboration with the Global Development Network

Since 2000 the Russia programme has significantly increased the range and depth of its collaboration with the Global Development Network (GDN, www.gdnet.org). GDN is a global network of policy research institutes working on development issues at the national and regional levels.

The home page of www.eerc.ru describes EERC Russia as "the regional hub of the Global Development Network", and it is clear that collaboration with GDN is not only a key element in the programme's substantive portfolio of activities but also plays an important role in the finances of the Russia programme.

In addition to the joint online initiatives involving data access and community building (described in section 0 above), EERC Russia and GDN currently collaborate on a range of substantive research and policy outreach projects. These include

- Support from GDN has allowed the programme to extend its activities to other countries of the Former Soviet Union, leading to the creation of the Transition Economics Research Network (TERN), a CIS-wide research network of researchers who have completed EERC research projects. EERC maintains a comprehensive database of these (and other researchers), which includes research interests, completed projects and works-in-progress and publications. This represents another valuable public good created and maintained by the Russia programme.
- The Russia programme participated in one of GDN's large scale collaborative research projects "Explaining Growth", which aimed to explain the growth performance of seven regions over a long historical period (30 to 50 years). The first phase, completed in 2000 involved the preparation of thematic papers, and the second phase, launched in 2001 involved country studies.
- The Russia programme is also currently involved in a large scale project with GDN on "Bridging Research and Policy" (the theme of the first GDN Annual Conference in Bonn in 1999). The project involves case studies and surveys of policy research institutes, and their relationship with, and impact on the policy process.

Collaboration with GDN is on a scale which now has important implications for the finances of the Russia programme. In FY2003, for example, joint projects with GDN involved inflows of funding of $874K out of a total of $1636 – 53 percent the funding inflows. For FY2004 this figure is forecast to increase to 63 percent ($987K out of a total of $1555). These figures overestimate the importance of the GDN funding, since they represent gross flows of funds to the Russia programme, and not net contributions (via project income recoveries) to the operations of the Russia programme. Nevertheless, they indicate the importance of the GDN relationship to the operation of the Russia programme.

The growing collaboration with the Global Development Research Network has allowed the Russia programme to expand its activities geographically (into other CIS countries) and thematically. Although not foreseen in the original programme design, such collaboration seems entirely in keeping with the original aims and vision of the programme, and represents an admirable entrepreneurial response to a new funding opportunity. It does, however, represent a shift in the balance of the Russia programme's finances and portfolio of activities, and has implications for the programme's strategic directions and governance, which are discussed in more detail below.

5. Programme Management

EERC Russia has been managed by Eric Livny since inception. He reports to EERC's Washington office, and works with an International Advisory Board. The EERC Russia Program is formally governed by a Donor Board that meets annually.

The management structure below Eric is virtually flat, though he has recently brought on board Katya Petry to provide depth and to support the new activities with GDN in particular.

Our visit to Moscow and our discussions with those who have had contact with the programme suggest that the Russia programme's secretariat functions very efficiently. The organization of the biannual workshops in particular is thorough and professional.

The use of information technology to support the operations of the Russia programme is particularly impressive, and meets or exceeds the standards of comparable organizations elsewhere in the world. This in part reflects the strength of the ICT sector in Russia (or more specifically in Moscow) and in the excellence of the Russia programme's management. The only aspect in which significant improvement could be made is in a move towards more web based and participant-centred meetings administration, along the lines of the "electronic meetings organization" initiative at CEPR (www.cepr.org/meets/emo/Guidelines.htm).

At present this is, for understandable reasons, not a high priority for the Russia programme, since its meetings programme is focused around the two biannual research workshops. If the Russia programme were to expand its activities in a direction which involved more conference and workshop activity, then developing a facility along the CEPR lines would represent a sensible investment.

The strength of this information technology infrastructure has an important implication for the Russia programme which is worth noting: the programme is capable of being "scaled up" to support a much larger volume of activities with only a relatively modest increase in staff and budgets.

6. Programme Expenditure

Table 27 summarizes the Russia Programme's financial performance over the period since its inception.

Expenditures on the grants programme and the training activities have been discussed in the sections (0 and 0) which analyse these activities, and the growing importance of funding collaborative activities with the Global Development Network.

Table 26 focuses on the "establishment costs" of the EERC Russia Secretariat, i.e., the rental of office space for, and the salary costs of the staff employed in the Moscow office.

Table 26: Establishment Costs

Fiscal Year	"Establishment Costs" (expenditure on salaries and rental of office space	Total Programme Expenditure	"Establishment Costs" as a Percentage of Total Expenditure
1996	58,150	77,697	74.8
1997	196,139	698,915	28.1
1998	227,423	903,846	25.2
1999	267,083	1,041,731	25.6
2000	377,741	1,385,205	27.3
2001	391,435	1,811,632	21.6
2002	329,110	1,532,608	21.5
2003 (est)	286,737	1,131,872	25.3

The point worth noting here is not that these establishment costs are high, but that they are, if anything, on the low side for an "operational" secretariat (with the obvious exception of 1996, the start up year). Figures for similar networking institutions such as AERC or CEPR would be closer to 30 percent or even slightly higher.

These figures are consistent with the observations in sections 0 and 0, that the Russia programme makes very effective use of information technology in its operations and thus is able to operate with a high degree of operational efficiency. The highly efficient information technology infrastructure in place in the Russia programme means that activities could be "scaled up" to a higher level without a dramatic expansion in staff numbers. If this were to occur, establishment costs would be likely to represent an even lower proportion of total expenditure.

Table 27: Programme Expenditure – 1996-2003

	Actual FY96	Actual FY97	Actual FY98	Actual FY99	Actual FY00	Actual FY01	Actual FY02	Estimated FY03
Funding	**414,283**	**500,000**	**850,000**	**1,157,500**	**1,474,717**	**1,692,274**	**1,599,018**	**1,636,348**
	0	**0**	**22312**	**35002**	**27710**	**210411**	**102485**	**6569**
Expenses:	0.000	0.000	0.025	0.034	0.020	0.116	0.067	0.006
Research Development / Capacity Building	0	0	22,312	35,002	27,710	336,387	194,156	136,345
Development Grants (Note 1)	Note 1	Note 1	Note 1	Note 1	Note 1	97,296	10,688	31,746
Research Internships	0	0	0	0	0	0	16,062	23,030
Research Development Workshop	0	0	0	0	0	0	22768	0
Methodological Seminars	0	0	22312	35002	27710	119790	19394	200
Summer School/Student Support	0	0	0	0	0	90621	60323	6369
Sponsored Professorships	0	0	0	0	0	28,680	64,921	75,000
Research Activities	0	392,303	497,386	532,996	698,851	836,216	425,971	364,659
Research Grants (Note 1)	0	267,370	293,411	350,852	359,830	259,402	201,911	199,881
Research Workshops/Annual Conf.	0	124,933	203,975	182,144	163,305	206,648	162,231	132,362
Global Research Project	0	0	0	0	55,124	214,277	57,900	32,416
TERN	0	0	0	0	120,592	155,889	3,929	0
Policy Outreach and Networking	0	0	19,439	22,907	30,073	25,989	73,819	37,986
"Focus on Policy" Projects	0	0	0	0	0	7,273	2,812	0
Regional Outreach	0	0	0	0	0	0	0	697
Policy Roundtables	0	0	0	0	0	0	0	0
Research Publications/On-Line Library/Website	0	0	19,439	22,907	30,073	18,716	71,007	37,289
Bridging Research and Policy	0	0	0	0	0	0	0	0
Program Development/Promotion	0	13,091	1,094	22,175	36,983	98,600	66,347	46,749
Advisory Board Meetings	0	0	0	0	0	16,073	20,693	8,931
External Program Evaluation	0	0	0	14,987	8,988	0	0	0
Program Development/Promotion	0	13,091	1,094	7,188	27,995	82,527	34,414	29,388
Fundraising	0	0	0	0	0	0	11,240	8,430

Other Program Expenses								
Staff Salaries and Benefits	28,087	151,945	164,265	214,823	243,313	0	216,705	213,507
Office Expenses	30,063	44,194	63,158	52,260	134,428	148,435	112,405	73,230
Subtotal before Prog Dir & Agency Admin	**58,150**	**601,533**	**767,654**	**880,163**	**1,171,358**	**1,445,627**	**1,100,643**	**880,906**
Program Direction	19,547	76,214	81,028	94,050	121,095	176,331	266,536	129,613
Agency Admin. Costs	0	21,168	55,164	67,517	92,752	189,673	165,429	121,353
Total Expenses	**77,697**	**698,915**	**903,846**	**1,041,731**	**1,385,205**	**1,811,632**	**1,532,608**	**1,131,872**
Funding minus Expenses	**336,586**	**-198,915**	**-53,846**	**115,769**	**89,512**	**-119,358**	**66,410**	**504,476**
Plus: Carryforwards								12,600
Less: Unused funds								-687,997
Prior year cumulative		336,586	137,670	83,824	199,593	289,105	169,747	236,158
Cumulative Surplus (Deficit)	**336,586**	**137,670**	**83,824**	**199,593**	**289,105**	**169,747**	**236,158**	**65,237**

Note 1: Grants were not separated between Research and Development prior to FY2001

7. Programme Achievements and Impact

7.1 Achievement of Goal

The Programme's medium to long term *goals* could be characterized as

- establishing within the Russian economics profession a recognised process of open debate, peer review, and scholarly publication in international journals
- creating a sustainable local capacity for teaching and research at internationally recognized standards
- investing in the creation of a new generation of economists in Russia, trained in modern economics
- creating stronger linkages, not only within the emerging economics research community in Russia, but also between this community and their counterparts outside Russia.
- contributing to an improved quality of decision-making in Russia, in both the public and private sectors

7.2 Impact

We examined the Programme's impact in a number of dimensions:

- whether the grantees have received training which has enhanced their research skills and enabled them to carry out work which meets international standards of quality and originality.
- whether research funded by the EERC grants programme has made a significant contribution to discussions of policy issues or to the formulation and design of policy itself
- whether EERC grants have encouraged and enabled recipients to apply their enhanced research skills to carry out research on other policy relevant topics, or in other ways to have closer contact with the policy process or influence on policy-makers
- whether recipients of EERC grants have, through the conduct of their research and exposure to the international literature, improved the content of their teaching or the method of its delivery
- whether the programme has fostered *international linkages* between researchers based in Russia and the broader economics research community outside Russia
- whether the programme has fostered *domestic linkages,* that is, has it helped create a sustainable community of researchers and teachers of economics within Russia

7.2.1 Enhanced Research Skills

Respondents viewed their interaction with EERC as a valuable step in their professional development, leading to important increases in their skills.

Attributing a value to these enhanced skills proved difficult, however. This might in principle be measured by salary increases awarded by the grantee's university or research centre or new opportunities to carry out consulting work Our survey asked grant recipients whether these had taken place, and in addition whether they had received additional research grants following the completion of their EERC-funded research.

Only a handful of respondents said that the programme led them to new consulting opportunities. One respondent even observed (correctly) in that in his view this was not the intention of the EERC programme.

When asked how participation in the EERC programme changed the way they carried out research, the majority of survey respondents said that the interaction with EERC had not led to a change in their research interests, although some respondents had been influenced by the choice of thematic groups and exposure to the experts these attracted. Other respondents seem to have found more sophisticated ways of drawing links with related areas of research. But the influence cited most often by respondents was in the methodology they used in their research.

In other words, the impact of EERC was not on the topics which researchers pursued, but the methodology and approach they took to research on these topics. Far from being a failure, we view this as a measure of the success of the grants programme: EERC should ideally aim to avoid influencing too heavily the research agendas of local researchers, but should instead expose them to the best tools and approaches to pursue their own choice of research topics.

EERC was seen by many respondents as a particularly effective and well-targeted way of bringing foreign expertise directly to researchers from the region.

Many survey respondents noted that EERC introduced much needed scientific rigour into a discipline that had a risk of being too abstract and mathematical, and was helping to define what is in effect a new discipline of economics in the region, and apply it to real issues. Respondents were careful to point out that EERC had played this role throughout a period in which the environment was adverse and even hostile, and where policy-makers are not always open to new ideas or academically oriented ways of receiving information and discussing policy issues. They also noted that there were other obstacles to improving economics teaching and research in the region, and that many of these obstacles were substantial.

Survey respondents observed that nevertheless there had been progress in the emergence within Russia and the CIS of economics as it is understood internationally. Several said that EERC had led this change and played the most important role in it.

Our survey of EERC grant recipients, and our discussions with programme stakeholders, revealed that EERC is seen as playing an important role in promoting modern or "western" economics in Russia and the CIS. EERC has, played a broader role as well, in reorienting economic research in Russia. This reorientation has involved changes in the topics researched, but EERC's most important influence seems to be on the methodology used in the research and the process by which research funding is awarded. Participants in the grants

competition, as well as a range of other individuals not associated with EERC, placed great emphasis on the important role of EERC in introducing an open competition for research funding, administered through a transparent and efficient process of peer review, which they claimed had helped "define what was good research in economics" and create a widely accepted quality benchmark.

Some respondents also drew attention to the potential importance in the long run of EERC's efforts to introduce a "research culture", that is, acceptance of the idea that those who teach economics in universities could and should do research as well. This is particularly important, given the historical dichotomy between universities (as teaching institutions) and research institutes associated with the Academy of Science (where research takes place).

All, however, saw much more room for improvement in the development of economics in Russia, (and even more so in Belarus added one respondent). They thought that EERC had made important inroads into introducing rigorous and policy-relevant economics in Russia and the region, but that more could be done.

7.2.2 Improved Teaching

40 percent of the respondents to our survey of grantees said that participation in EERC had influenced their teaching. Several said that it had improved the curriculum for courses they taught in microeconomics and game theory, and, of course, econometrics. Others implied the exposure to more rigorous methods of economic analysis had strengthened their presentation of the subjects they taught. They learned about new materials, and one mentioned using his own published working paper in a course he teaches. One had started a new course segment called "Panel Data Analysis." One former physicist said that participation in EERC had helped him successfully make the transition into teaching economics.

Our survey indicates that the grants programme has played an role in improving the quality of teaching. It is also important to note the other initiatives which have made a more direct contribution. These include the training activities (the seminars and summer schools) which are more explicitly pedagogical in nature.

Participants in the training activities were very enthusiastic about what could be called the "personal development impact" of the seminars and their potential to impact others. One respondent said "I think if EERC will organize summer schools for potential participations this will create the possibility to improve new project proposals."

Most respondents cited new abilities in econometrics that they were able to apply to their research and teaching. Comments included:

- "[The seminar provided a] broader understanding of the scope of the research to be conducted also introduced to a completely new topic, modelling of an enterprise behavior – interesting"
- "My knowledge became more structured and I see more clearly how real economics questions could be researched and what the potential area of applied research could be."

Published papers which were completed by participants subsequent to the seminars and summer schools included:

- "Modelling Tools For Forecasting Economic Development: Problems, Possibility Perspectives", *Economic Survey of Uzbekistan* ('Ekonomichesky Vestnik Uzbekistana'), vol. 3, Tashkent. 2003
- Workers' Heterogeneity and Risk Aversion: A Segmentation Model of the Russian Labor Market, *Journal of Comparative Economics,* June 2001. Coauthors: I. Grosfeld, C. Senik-Leygonie, T. Verdier, S. Kolenikov
- *The Russian Economy: Through the Looking Glass* (Dubna University Press 2000)

Others participants carried forward their work on papers on:

- enterprise competitiveness;
- the macroeconomic implications of monopolization of the markets for the complementary goods;
- multilevel assessments of tax burdens;
- currency regimes;
- returns to scale in production functions and total factor productivity in Poland and Belarus.

Three participants reported that they participated for the first time in internationally linked events, including a GDN conference, UNDP projects and a faculty exchange with the School of Business Administration of Widener University in Chester Pennsylvania.

Half of the respondents and a large majority of those engaged in teaching reported changes to their teaching materials, mostly involving improvements in the presentation of material on econometrics and macroeconomics.

Two comments summed up the almost exclusively positive comments on the impact of these training events:

- "EERC is among very few institutions/universities in the region providing such education – I consider its impact very dramatic but should be much bigger with time. The quality of education received at EERC is very much different from and richer than that at the local universities (although the topics and materials are somewhat similar)."
- "EERC was not in the position of replacing the hopeless government officials or changing the system of relations within the government, so it could not accomplish much in this. But it provides a vitally needed capacity (in terms of the human capital) for a forthcoming possible reformers."

In addition to the formal training events, it is also worth drawing attention to the innovative follow up to the 2002 Summer School, "Bringing Research into the Classroom", which involved a competition to improve curricula in four key fields of economics. This initiative suggests that there is some potential for the Russia programme to develop its activities in this direction. Improving economics teaching on a large scale is, of course a costly and resource intensive activity, and there are other initiatives active in this area. Nevertheless, the Programme's very effective presence on the web suggests it may have a comparative

advantage in identifying and promulgating "best practice" in economics teaching through its website.

7.2..3 Direct and Indirect Impact on the Policy Process

Improving the quality of public policy was at the heart of the EERC initiative, but the initial programme design was cautious on whether EERC was likely to have any immediate impact on policy, noting that "Whilst the research supported by the consortium can be "policy oriented" insofar as the results pertain to issues of concern to policy makers, it would be naive to anticipate a direct impact in terms of a significant influence on public policy."

Nevertheless, over the longer term, EERC could not be viewed as a success unless it was able to demonstrate that it could contribute to the policy process, and our survey and discussions attempted to isolate direct and indirect impacts of EERC-funded research on the policy process in Russia.

Among the participants in the seminars and summer schools who we surveyed, the majority wanted their research to be used by policy makers, but only those who already had ties to government reported that the training they received influenced the advice they provided to policy-makers.

In our survey of grantees, almost all (85 percent) of the respondents wanted their research to be used by policy-makers, but a much smaller proportion (less than 15 percent) had seen this happen on either the national, regional or local level.

This proportion, though small, is nevertheless significant, and we therefore attempted to discover the channels through which this impact might have taken place. It did not seem to be the case that publication of the research in the EERC Working Papers Series led to this impact. Survey respondents saw this form of publication more as a way to gain recognition internationally than in Russia, though some saw it as doing both. In any event, few respondents believed that the EERC Working Paper series would be read by politicians: the Series was, they believed, an academic publication and most policy-makers were not inclined to read research papers.

It would therefore appear that the channels of communication between policy-makers and EERC researchers were more informal, and one possibility is that this took place through the biannual research workshops. Since the workshops are held in Moscow, and many policy-makers are based there as well, it seems likely that these workshops do serve as a means of bringing EERC research and researchers to the attention of the policy community, even though this is not the primary purpose of the workshops.

Even if EERC-funded research is not directly relevant to a current policy issue, is it nevertheless possible that the research attracts the attention of policy-makers and that this brings the researcher(s) into closer contact with policy-makers and the policy process at a later date, or on a different policy issue.

Our survey results suggested that such an indirect impact might indeed be taking place. Survey respondents (a minority) observed that participation in the EERC programme had helped them raise their profile, and that this resulted in greater contact with policy-makers and (in some cases) opportunities to carry out research for the government. Contact with policy makers came through seminars and policy working groups hosted by EERC, and again through the development of articles, in some cases based on EERC research, which could be

published in policy-oriented journals or newsletters (an article on a tax issue in the Duma newsletter was mentioned as an example of a publication with potential policy impact).

Respondents to the survey made a number of suggestions of ways in which EERC could increase its impact on policy. These included: more seminars, publications in Russian language media, as well as greater recognition that policy-makers need information delivered in a different format to that designed for an academic audience.

The Russia programme has in fact engaged in explicit attempts to foster links to policy makers, through its programme of "Policy Dialogue", a series of policy roundtable meetings involving members of the EERC and Russian policy makers. Two roundtables have been organized in cooperation with the Duma of the Russian Federation.

These roundtables, while no doubt worthwhile, have been infrequent, and the resources devoted to them are modest in comparison with expenditures on the grants programme.

More recently, these efforts have been augmented by a new research grants programme, the "Focus on Policy" competition. This aims to support research directly related to current economic policy concerns, to be carried out by teams of more experienced Russian scholars. The aim is to involve policy makers from the outset as "resource persons" and to communicate the results of the projects communicated.

It is too soon to judge whether these initiatives will be successful, but it is worth bearing in mind experience from other countries. Based on his experience in Indonesia, Peter Timmer argues, for example, that there are

> *"… four factors that can make policy oriented research successful. First, the analyst should be involved with the same policy-makers or in the same policy setting for the long term. Second, there is a need to find a balance between keeping analysis and advice confidential and the ultimate publication of the key models and results. Third, the analysts should rely on the analytical paradigms of the mainstream of the economic profession even while examining deviations from their underlying assumptions. Lastly, there should be continuing demand from policy-makers for problem-oriented analysis."* [18]

Timmer's second and third conditions do not seem to raise any particular issues in the context of EERC's policy outreach activities. His fourth condition, that policy-makers must have a genuine demand for analytical work, is likely to pose problems in dealing with some government ministries and policy issues but there are a number of key government ministries which now take policy analysis seriously, and work on a regular basis with policy research institutes.

Timmer's first condition is, however, likely to prove the most important obstacle. In order to achieve significant policy impact, any EERC initiatives would have to be sustained for a significant period of time, so that the researchers involved are able to build strong relationships with their counterparts in the government ministries. This is not an insurmountable obstacle for a network such as EERC, but it would require a more sustained commitment over a longer period of time. This would in turn entail a decision to focus on a

[18] C. Peter Timmer, 'Adding Value through Policy Oriented Research: Reflections of a Scholar-Practitioner,' International Food Policy Research Institute: Impact Assessment Discussion Paper No. 4, October 1998

specific and limited number of policy issues, since the resources available to EERC are unlikely to be sufficient for long-term initiatives across a large number of policy areas. In order to be successful in policy outreach, then, EERC must place its bets on policy issues (and on the ministries and researchers likely to be involved in these issues), and sustain this commitment for over a period at least several years.

Our assessment overall is that the Russia programme has to date had only a modest impact on the policy process. This is in line with the expectations in the original Programme design, namely that time and resources were needed to be build a research culture and research capacity before this could be mobilized to support the work of policy-makers.

Nevertheless, impact on the policy process remains an important goal of the programme, and it is worth analysing the factors which are likely to determine the network's impact on policy going forward.

In this respect, it is worth taking another perspective, focusing on the roles played by networks, and EERC's ability to play these roles.[19]

Broadly speaking, we can identify five possible roles which can be played by the networks:

- Filter
- Amplifier
- Investor / Provider
- Facilitator
- Convenor

The first two roles are often used to characterize the role of the media, but they apply to research networks as well. They can be explained very simply. We all suffer from 'information glut' – there are just too many things to pay attention to and think about. 'Filters' provide an easy means of deciding what to pay attention to. 'Amplifiers' take a given message and present in ways that allow it to be understood and absorbed more quickly and easily.

For producers of research 'investors' play an important role, providing resources – money to carry out research (the provider role) or services which make it easier to do research (the facilitator role). The facilitator role has a variety of aspects, including conference and meetings organization, and publication of working papers, policy briefs, etc..

The 'convening' role is also important, both for research producers and research users. For research producers convening involves the ability to identify and bring together 'the right group of researchers' to plan and carry out a research project. For research users, convening involves whether the organization, process or network is perceived as 'the place to look' and 'the people to consult' on a given policy issue, and whether it has the ability to bring together the right policy-makers and researchers to discuss a particular policy issue. This is not merely a question of filtering (which might mean nothing more than a good working paper series) but involves the ability to command an audience in the policy community and private sector.

[19] Portes, R. and S. Yeo, *'Think-Net': The CEPR Model of a Research Network* http://www.cepr.org/AboutCEPR/CEPR/CEPR_think.pdf

How well placed is the Russia programme, and the network it has created, to play these roles? It is clear that the programme can and does act as an investor, through its grants programme and training activities, and this has formed a large part of its work, particular in the first five years of its existence. It has also acted as a facilitator through the research workshops, the publication of the EERC Working Paper series, and other activities. It has also demonstrated its ability to act as an amplifier, through the various newsletters and policy briefs it has published, which have very effectively presented economic research in a way which is accessible to a non-specialist audience. The Russia programme currently does not devote significant resources to the amplifier role, but it is capable of playing a greater role should it decide to do so.

Assessing EERC's ability to play the other two roles, of filter and convenor, is more complex. The Russia programme has the technical and managerial capacity to play these roles, but its competitive advantage in doing so seems very much tied up with the issue of "Moscow versus the Regions".

It is clear that a large proportion of the economics teaching and research capacity remains concentrated in Moscow. Teaching is dominated, in different ways and to various degrees, in the Higher School, the Russian Economic School and Moscow State University. Research is concentrated in the various policy research institutes, such as the Economic Experts Group, the Bureau of Economic Analysis, CEFIR, and the Centre for Macroeconomic Analysis and Short-Term Forecasting. There remain relatively few strong centres of teaching or research outside Moscow. Such an agglomeration is not unusual in a capital city, but the phenomenon may be more extreme in Russia than in, say, the United States, where there are many of the strongest centres of teaching and research are located outside Washington.

Since many, if not most, of the relevant policy-makers are also located in Moscow, this agglomeration reduces the Russia programme's ability to act as a filter and convenor with respect to the Russian policy community. The reason is simple: if many of the policy researchers, and most of the policy-makers are based in Moscow, there is less need for a EERC to act as a clearinghouse or filter for good research, since the research and policy communities are well acquainted with each other already. If EERC were to play the role of a filter, it would only be through identifying, and linking good researchers outside Moscow with policy-makers who would not otherwise have knowledge of these researchers. To a certain extent the Programme does this already in an indirect fashion, through the biannual research workshops. But it seems clear that there are still too few researchers, and too little capacity for policy research in the regions to give EERC a decisive advantage in playing this role. This line of argument suggests that the Programme could, over time, develop an important role in linking researchers in the regions with policy-makers in Moscow, as research capacity in the regions slowly improves. But a more promising medium term strategy might be to link individual researchers and clusters of researchers in the regions to policy-makers in the regions. We return to this issue below.

It is possible, however, for EERC to perform the filtering and convening roles with respect to institutions based outside Russia (for example international organizations, donors etc.). Such institutions, because they are based outside Russia, will have less knowledge of local researchers, even those based in Moscow. In this case, the Russia programme can play an effective "brokering role" between local researchers and research institutes and the rest of the

world. To some extent the Russia programme has already begun to play this role with respect to the Global Development Network, with which it has launched a range of collaborative activities. We return to this issue as well in our discussion of the Programme's strategic options below.

7.2.4 Building Linkages with the International Research Community

It is very clear, both from our surveys and discussions, that the Russia programme has had an enormous impact on the local teaching and research community by creating much stronger linkages between this community and the international research community. This has taken place primarily through the biannual research workshops, which have brought together large numbers of local researchers with a large pool of resource persons and observers drawn from the international research community. As this pool has changed over time, so the degree of exposure to the international research community has grown as well. There are, of course, a large number of international conferences and workshops which take place in Moscow and elsewhere in Russia every month, but the evidence suggests that the linkages formed during the EERC workshops are deeper and more long lasting, in part because of the mentoring which takes place during the evaluation of the research proposals. The mentoring is both intensive and sustained over a series of workshops, which strengthens the contacts which are made.

These contacts have resulted in a number of instances of collaborative research, publications in international journals and participation in a wider range of international conferences. In addition, the contacts established through the EERC workshops have contributed at least indirectly, to the establishment of a new research centre in the regions, in Ekaterinburg, which has strong ties to the William Davidson Institute in Michigan.

About a third of the respondents to our survey had already published the research and others indicated their intention to do so. Journals in which they have published include the Russian *Voprosy Ekonomiki* and a number of regional journals. Internationally one respondent, based in Saratov, had been first author in the *Journal of Comparative Economics*, and amongst the authors in an article published in the *Review of Agricultural Economics.* Another has a forthcoming article, based on EERC research, in the journal of the European Economics and Finance Society, and has also published in Russian statistical journals.[20]

About a third stated that participation in the EERC programme introduced them to new conferences, workshops and professional gatherings. These gatherings were roughly evenly split between those that took place in Russia or Ukraine and those abroad.

Half had presented their papers at professional gatherings, and several had been presented a number of times. Locations ranged from Novosibirsk to Buenos Aires, Berkeley to Shanghai, Riga to Mexico, and of course Moscow.

Some of the conferences at which EERC supported researchers presented their papers included:

[20] While the programme's published output in international journals may seem modest, it is important to place this in context: publication in leading international journals is largely restricted to authors based in North America and the Europe. And it is only since the late 1980s that European authors have managed to establish a significant presence in these journals. The situation is changing, but only slowly.

Table 28: Conferences at Which Grantees Presented Their Research

Conference	Venue and Date
Copenhagen Business School Workshop	Copenhagen, 2000
International Society for New Institutional Economics Annual Conference	Berkeley, 2001
RECEP conference	Novgorod, 2001
ECPR workshop for young economists	Slovenia, 2001
Optimal tax-enforcement under imperfect competition Meetings	St Petersburg 2000 St Petersburg 2001
IEA World Congress	Buenos Aires, 1999
PET Conference	Paris, 2002 Durham, 2003;
European Meeting of Young Economists	Leuven, Belgium
7th Annual Asian and Pacific Financial Association Conference	Shanghai, 2000
The 52nd IAES conference	Philadelphia, 2001
CEPR/WDI conference on Transition	Moscow, 2000,
Third Annual GDN Conference	Rio de Janeiro, 2001

7.2.5 Impact: Stronger Domestic Linkages and the Creation of a Research Community

The responses to the survey of grantees revealed that EERC has played a role in strengthening ties between individual researchers, as people almost universally mentioned staying in touch with others they knew through the programme and sharing ideas via email and at professional gatherings. Just under half said that the members of the EERC network would be their first point of call when they faced questions in their research and teaching.

Respondents also noted that through EERC itself they had made new contacts with professionals from the region and from abroad. Indeed about a quarter reported launching new collaborative research as a result of their participation in EERC's grants programme. Of these, the majority were with colleagues in Russia or the former Soviet Union, but there were also collaborations with scholars from abroad.

Most of these linkages and collaboration have taken place almost as a by product of the grants programme, which brings together a large number of local researchers twice a year for at the research workshops. Recent evidence suggests that while online interaction plays an important role in the workings of geographically dispersed communities, face to face meetings are essential if these communities are to be sustainable and productive.[21] The evidence also suggests that such meetings need to take place at least twice a year, and in this respect, the biannual workshops seem an ideal way to sustain the research community. From this point of view, scaling down the research workshops would be a retrograde step, whatever the financial attractions of such a measure if it involved fewer meetings of the local researchers.

There was a strong feeling that an economics profession is emerging in Russia, but that it is still weak and highly concentrated in a few institutions. The community, however, is characterised as "international" as opposed to national or regional.

[21] See the recent survey carried out on KM4Dev, available at http://open.bellanet.org/km/modules/Downloads/uploads/Workshops/The_Hague_2002/km4dev_survey_summary.doc

In this respect some of the programme's recent initiatives are likely to contribute even more strongly to the strengthening of this community over the medium term, since they are more closely focused on collaboration and community building within the local or regional research community. The most important of these initiatives are the collaborative research projects funded by GDN, which are described in section 0; and the new "CIS Window", described in section 0. The CIS Window is due to be launched at the end of 2003, and will provide a portal for news of interest to the economics teaching and research community in Russia and the CIS.

In addition, the training activities also seem to have contributed to the strengthening of domestic networks and the slow emergence of a research and teaching community in economics.

There were, for example, some instances of formal intra-CIS research collaboration following on from the training activities. A Ukrainian head of a think tank, for example, began new projects with colleagues in Moscow, Minsk and Bishkek.

In addition, the training activities broadened participants' professional networks. Examples include:

- A scholar in Uzbekistan keeps in contact with researchers he met from Russia, Kyrgyzstan and Kazakhstan.
- A researcher from Ekaterinberg now exchanges information with a new contact in Novosibirsk.

8. Programme Directions, 2004 and Beyond

We believe that the Russia Programme must address three strategic issues over the medium term:

- The Programme's strategic directions, i.e. whether it should continue to focus on the research grants competition, or continue to diversify its portfolio of activities.
- Whether the Russia Programme can continue as a "stand alone" institution, or alternatively should seek another institutional home or a long-term, strategic partner – and if so, how this partner should be chosen. A number of institutional homes or partnerships are of course possible, but this question is closely related to the relationship between the EERC Russia Programme, the New Economic School (NES) and the Center for Economic and Financial Research (CEFIR). Extensive discussions have taken place over the past two years with a view to bringing the three institutions closer together, either through a full merger designed to create a "Russian House of Economics" or a somewhat looser form of institutional cohabitation, which might offer an appropriate home for the Russia programme.
- Both the choice of strategic directions and the choice of an institutional home or long-term partner raise issues concerning the management and governance of the Programme as it begins the delicate transition from a donor-led project to a Russian institution supported by donor funding.

8.1 The Choice of Strategic Directions

The choice of strategic directions for the Russia programme should be take account of four key considerations:

i. Has the programme successfully addressed the barriers to improved economics teaching and research which were identified in 1995? If so, are there now different obstacles which the programme should tackle?

ii. At what level should the programme target its interventions? Individual researchers, clusters of researchers, or economics faculties within the state university system?

iii. Research and teaching capacity is very different in Moscow than elsewhere in Russia and the CIS. How should this affect the activities of the programme?

iv. What is the competitive advantage of the programme vis à vis other institutions in Russia and the CIS? That is, which of the five roles discussed above can the Russia programme play effectively?

8.1.1 Obstacles to Improved Teaching and Research – Then and Now

The 1995 programme design identified two important obstacles to improving the quality of economic teaching and research in Russia:

- Entry barriers to research: These included a shortage of computers and software and a poor communications network, the availability of good quality data necessary for conducting empirical research.

- The limited pool of trained researchers: The scarcity of well trained Russian economists was thought to have an important, but often overlooked effect on the research process because it limited the opportunities for peer review and for mentoring of junior researchers, which are essential features of scientific research in any discipline.

Our evaluation of the Russia programme provided extensive evidence that the programme's activities had been highly successful and effective in addressing both obstacles.

In terms of the entry barriers, the programme has been assisted by rapid technological progress, which has made hardware and software more widely available, and has improved communications networks significantly. The Russia programme has indeed made a significant contribution to the availability of data on the transition economies, and provides members of its network with online access to a remarkably comprehensive range of economics journals (through JSTOR) and working papers. Access to the relevant literature and to relevant data (if it exists) no longer seem to be important barriers to economic research in Russia, at least for those researchers who have established a relationship with the Russia programme.

More importantly perhaps in the long run, the programme has improved communications as well – not primarily in the sense of ICTs, but in the social sense. Its biannual research workshops play a key role in making and sustaining connections between local researchers, particularly those based outside Moscow, and the latest developments on its website, in particular the new CIS Window, seem likely to provide a portal for researchers and teachers of economics in the transition economies.

In terms of peer review and mentoring, which were largely nonexistent in 1995, the Russia programme's grants competition has established the process of peer review in Russia. The EERC process of peer review is widely recognized has open, honest and efficient, and its transparency exceeds that of comparable programmes elsewhere in the world. It is disappointing that the EERC example has not been more widely adopted by the "official" funding bodies of the Russian Federation, but this is, of course outside the control of EERC. The grants competition, because it is widely viewed as open and honest, has also created a benchmark for high quality economics research in Russia. As one of out interviewees noted, "If you want to understand what good quality research is, you look to the EERC grants competition."

The mentoring of local researchers which takes place at the workshops is also widely appreciated and seems to result in an effective transfer of technical and methodological skills to the local researchers.

In a very real sense, then, the programme has successfully tackled the key obstacles to good research which existed in 1995.

There have, however, been significant changes in the research community and the policy-making environment since 1995, and the key question now facing the programme is how its strategy should be designed to respond to these changes.

The key changes in the policy environment include:

- A growing number of policy research institutes, most of them based in Moscow

- Concomitantly, a policy research community has begun to emerge, but again is concentrated largely in Moscow
- There is a growing sense of national self confidence, and with it, a sense that western, donor-funded research initiatives and institutes are no longer as necessary in Russia as they were in the past
- There are now reasonably strong linkages between policy research institutes and the policy community, but most of these linkages are between concentrated in policy research institutes in Moscow and the Federation Government (and within the Federation Government, mainly with two or three core ministries)
- There is less evidence of any strong linkages between policy research institutes and policy-makers at the regional and local levels

The research and teaching environment has changed as well:

- The New (Russian) Economic School is now well established, with some financial security.
- Some graduates of the New Economic School and the Higher School who have gone on to study abroad are now returning to work in research and teaching positions in Russia, at first at CEFIR, but now in other institutions as well.
- Only one NES graduate seems to have returned to teach in a university or research institute outside Moscow.
- A new centre of high quality research and teaching has emerged in Ekaterinburg. This centre has strong links to the William Davidson Institute in Michigan, a leading centre of teaching and research on the transition economies. The linkage was established in part as a result of interactions at the programme's biannual research workshops.
- No other "regional" centres (except RAS in Siberia) show any concentration of good researchers, despite the very determined attempts by the Russia programme to offset any "Moscow bias" and to encourage successful applications by researchers based in the regions.

There have also been shifts in some donor priorities, including

- Fatigue with capacity building
- Impatience with the lack of a demonstrable impact of capacity building on policy
- The sense that Russia has turned the corner financially, can now 'stand on its own two feet', and that donor assistance should be directed elsewhere.

8.1.2 The Level at Which Interventions take Place

This is an important issue. At present, the Russia programme deals essentially with individual researchers through the grants competition, the training activities, and (more recently) the collaborative research projects with GDN. This reflected an explicit choice in the initial programme design and has proved, by and large to be successful, in the sense that it has built individual capacity to carry out research, and established a peer review system for

judging individuals' research which is widely admired and respected, within Russia and elsewhere.

Interventions can, however, take place at other levels, and there are clear tradeoffs in choosing among the levels. This is very clearly set out in the Kennan Institute report on the humanities and social sciences in the former Soviet Union:

> *"… Given the enormity of the problems facing the region's intelligentsia, where are the points of entry for Western organizations? Where can we get the most "bang for the buck," and have the greatest impact? Where can our efforts best complement existing programs? The challenges are so large that programs must be targeted to address specific goals, and coordinated with other programs to maximize gain. Working with and supporting individual scholars is not sufficient, as those scholars must rely in the end on sustainable and collegial institutions. Working to reduce the impact of large, structural problems requires a scale of effort beyond the scope of any single Western institution as well as a long-term time horizon that is similarly unrealistic. Broad, systemic reform requires interaction with national bureaucratic and political institutions which, while not impossible, can diminish a program's positive impact.*[22]

As the Kennan Institute report makes clear, there are important tradeoffs involved in choosing the level of intervention. Intervention at the individual level has many attractions: it is easier to design incentives to encourage higher quality research, and to ensure honesty and transparency when one is dealing with individuals. AERC in sub-Saharan Africa, CEPR in Europe, NBER in North America – and the EERC Russia Programme – are clear testimonies to the advantages of interventions at the individual level.

On the other hand, such interventions fail to acknowledge that individual researchers do rely on the existence of well functioning institutions through which they can pursue their professional careers. Such institutions are important not only because they provide a salary and an income, but because they facilitate the sharing of knowledge, interaction with one's peers and scrutiny of research which are important in ensuring that improvements in the quality of research can be sustained outside the activities of the networks to which individual researchers may belong. If such well functioning institutions do not exist, then individual economists, if they are well trained, will typically pursue a mixture of teaching activities (through a university) and consultancy (typically with donor or government clients). Consultancy, while financially remunerative at for the individual researcher, is typically a 'bilateral' relationship between the consultant and the client, involving proprietary information which may not emerge in the public domain. As a result, there are relatively few spillovers from this work into the local research community, either in terms of spreading knowledge or improving research standards.

[22] Bronson, S., N. Popson, B. A. Ruble, 'Sustaining Intellectual Communities: A Strategy for Rebuilding the Social Sciences and Humanities in the Former Soviet Union from Within', in *The Humanities and Social Sciences in the Former Soviet Union: An Assessment of Need*: Washington: The Kennan Institute, 2000.

Since there are clear difficulties and drawbacks to interventions at both the individual and the systemic levels, it is tempting to consider interventions at a point between these two levels, and the Kennan report advocates the pursuit of this strategy:

> *"As this report makes clear, we believe that steering a middle course between the large-scale programs, which seek to reform the system of higher education, and the small-scale programs, which seek to support scholars with individual grants, is the most sensible point of entry at this time. This middle ground can be viewed in a number of ways--rebuilding professional life, sustaining intellectual communities, building an infrastructure for the "invisible university" all capture to some extent the type of programming we believe can be most effective in addressing the problems at hand. The report will first set forth a review of the problems, then proceed to a discussion of existing models, and will conclude with a proposal for a comprehensive strategy for addressing what we view as "the missing middle."* [23]

We believe that such an approach has some merits for the Russia programme, and we discuss this in more detail below.

8.1.3 "Moscow Versus the Regions"

It is clear that economics teaching and research capacity is very heavily concentrated within Moscow. There seems little evidence that this concentration has in any way diminished over time, although there are a few recent signs of new capacity emerging within the regions.

This is also a key consideration, and one which was given too little attention in the original programme design. It has a significant impact, for example, on the ability of the Russia programme to act as a "policy entrepreneur" or broker between the research and policy communities: if both communities are concentrated in Moscow, there may be relatively little need for a network to act as a filter for expertise.

8.1.4 The Optimal Portfolio of Activities for the Russia Programme

During its initial years, the activities of the EERC Russia programme were dominated by the grants competition and the biannual research workshop. It has also supplied a range of public goods to the research community, involving access to data and to the scholarly literature. More recently the collaborative research projects, mainly with the Global Development Network have grown in importance.

Our assessment of the Russia programme suggests that it is capable – in principle – of carrying out a number of different capacity building and policy outreach activities:

i. outreach to improve standards of economics teaching (through summer schools, retraining, curriculum development, etc.)

ii. support for individual researchers, through the grants competition (as now) or through the provision of other resources

[23] Bronson, S., N. Popson, B. A. Ruble, 'Sustaining Intellectual Communities: A Strategy for Rebuilding the Social Sciences and Humanities in the Former Soviet Union from Within', in *The Humanities and Social Sciences in the Former Soviet Union: An Assessment of Need*: Washington: The Kennan Institute, 2000.

iii. a broader networking function, organizing individual researchers, or more plausibly teams of researchers, particularly in the regions

iv. focusing more directly on policy-related research, by linking policy-makers to individual researchers or to policy research institutions

v. providing a range of "public goods" to the research (and policy communities), for example, access to scholarly literature or data

vi. acting as a broker between international institutions and local researchers or research institutions, for example by acting as the Russian or CIS host or hub for regional and global networking initiatives

vii. strengthening the institutional capacity of university departments of economics or policy research institutes

The current portfolio of activities is focused on ii (through the grants competition), and to a lesser extent v (through the website) and (more recently) vi (through the projects with GDN). We would recommend that the programme continue to give priority to these activities, but that the resource costs of the research workshops (activity ii) be reduced, by making greater use of local resource persons.

Outreach (activity i) is an activity which the Russia programme has already engaged in with some success. Expanding its activity in this area would be straightforward, particularly if the programme were to develop a closer relationship to NES and CEFIR. Other institutions are active in this area, though, and it is not obvious that an organization structured as a network has a strong advantage in delivering training activities. As a result, we would not recommend that the programme give this higher priority in future.

For the reasons set out in section 0, playing a greater role in the policy process poses some difficulties for a networking organization such as the Russia programme, particularly since many of the policy researchers and policy-makers are located in Moscow, which reduces the advantages of the network as a filter and information broker. There is, however, an enhanced role which the network could play in the policy process at the regional level, where the Russia programme might play a role in strengthening research capacity and helping link researchers to policy-makers. This would, however, require not only a geographical shift, with an increased regional and local focus, but also a shift in level, from working mainly with individual researchers to strengthening clusters of actual or potential research strength strength. This would require giving greater emphasis to activity vii.

The Russia programme has made a determined and energetic attempt to build capacity among individual researchers outside Moscow, with some success. The impact it has achieved is however, difficult to sustain since the individuals who it has assisted must continue to carry out their professional activities within the same, very dysfunctional institutional environment.

One way to address this problem would be for the Russia programme to give increased priority, along the lines suggested in the Kennan Institute report, to building institutional research capacity at the regional and local levels (activity vii). We would not necessarily advocate working with universities themselves: the difficulties this poses are well known. An alternative strategy would be to encourage the emergence of new clusters of researchers,

housed perhaps in research centres outside the university system, or with an arms length relationship to the system. This has proved to be a promising strategy in Ekaterinburg, and it may be possible to reproduce this success in other regions. To the extent that strong research clusters can be nurtured at the regional and local levels, this may in due course lead to stronger linkages with the policy community and greater impact on policy *at the regional and local levels* (activity iv). These policy communities are not at present well served by researchers, and there is a niche in the market for such an initiative.

Such a strategy has several other advantages. Such institutional strengthening may well complement to the collaborative research with GDN. And the emergence of such clusters of good research outside Moscow would strengthen the Russia programme's ability to act as a filter and convenor, vis à vis the policy community (at both the national and regional levels) and vis à vis the donor community.

8.2 The Need for an Institutional Home or Strategic Partnership

Before considering possible institutional homes for the Russia programme, one should first ask whether the programme does indeed need a home, or whether it has a sustainable future as a free standing institution. Our view is that the programme might be organized as a free standing and autonomous institution. The experience of other research networks does, however, suggest that some practical difficulties are likely to arise from such an arrangement, which must be addressed carefully.

Arguments in favour of merging EERC with a partner or placing EERC within a host institution are based on:

- administrative and managerial economies of scale and scope
- the lack of critical mass within such an institution as small as the Russia programme (which is smaller than AERC, for example)
- the current absence of any clear governance structure for the programme
- the potential intellectual and professional isolation of the person heading the Russia programme if the programme is located outside an academic institution or a policy research institute
- the difficulty of fundraising for a purely "virtual" institution such as the EERC network

None of these arguments are in principle compelling enough to make the case for or against an institutional home or long-term partnership. It is thus worthwhile considering the experience of other research networks.

8.2.1 A 'Free Standing' Research Network?

In this respect it is useful to examine whether other research networks are housed within larger institutions or have a long term relationship with partner organizations. NBER is independent and free standing, but is situated near and has close links to the Harvard and MIT economics departments (which has caused it to be identified with the Harvard and MIT faculty and has occasionally caused difficulties with the Bureau's relationship to other

economics departments). CEPR is an independent institution, with no formal links to a university or other institution, but close working relationships with research centres in Brussels, Milan and elsewhere. AERC is also independent, but has close working relations with universities through its collaborative M.A and Ph.D programmes. The Economic Research Forum (ERF) in the Middle East is also independent of universities and other institutions. In this respect it is worth noting that AERC and ERF are entirely donor funded and each has a governance structure which is based around a board composed of donors, which deals with finance and management issues; and a scientific advisory committee, which is responsible for the research agenda and quality of the research output.

CEPR and NBER are thus relatively free standing institutions, while AERC and ERF are independent, but closely linked to their donors. CEPR and NBER have dealt with the intellectual isolation issue in different ways: NBER through its close physical proximity to Harvard and MIT, and CEPR by appointing a distinguished researcher as its Research Director (who works closely with the Chief Executive) and by organizing its activities into 7 'research programmes', each with or or two Programme Directors, who have considerable responsibility for providing intellectual leadership and quality control in their programme area. The Chief Executive of CEPR thus has a group of fifteen academics with whom she works closely in selecting research priorities, raising funds for individual projects, appointing Research Fellows and Affiliates as members of its network. It is noteworthy that AERC has not chosen to organize its activities into programme areas in the same way, and so does not have such a group of senior academics to provide leadership and quality control across the various sub-fields of economics. It is noteworthy as well that AERC has experienced some difficulties in recent years in recruiting and retaining an Executive Director, and its research and policy activities have to a certain extent lost momentum in recently. Its training programmes are, however, highly regarded, and it is interesting that the recently appointed Executive Director is the former director of its training programme and does not have a strong background in policy research.

The experience of these networks also suggests that governance issues can and do arise, particular with free standing networks. NBER is very much the creation of Martin Feldstein, who continues to run the Bureau, playing a much stronger role than the directors of its programmes. It is not clear how the governance structures of NBER operate, if at all, given the dominance of its founder. CEPR has undergone a succession from its founding Director to a Chief Executive, which has been eased to a certain extent by the presence of a strong Research Director and a large number of active Programme Directors, who have provided continuity in its intellectual leadership. Since CEPR relies on a very diverse group of funders, an appropriate governance structure has been less obvious, and governance at the board level has proved more problematic for CEPR than has intellectual continuity in the research programme. AERC and ERF, being entirely donor funded, have a governance structure based on a donor consortium, with a scientific advisory committee responsible for the research agenda. Governance in these free standing networks has proved to be less of an issue, largely because of the dominant role played by a small set of donors. These networks have, however, been somewhat less successful in ensuring strong intellectual leadership for their activities, since the scientific advisory committees typically meet only once or twice a year and are relatively inactive at other times.

One might conclude from these examples that a research network can in principle be autonomous and free standing, but that in practice intellectual isolation and governance can be issues. Intellectual isolation can be addressed either through a close association and physical proximity to a strong centre of research and teaching, or by creating a structure in which responsibility for the activities of the network is to some extent decentralized through the creation of programme areas which correspond to the sub-fields of the discipline.

On balance, we believe that these arguments do suggest that the Russia programme will find it difficult to sustain itself as a free standing institution, unless it has strong links to a teaching and research institution, or adopts the CEPR model with programme areas directed by senior researchers from the sub-field.

8.2.2 An Institutional Home or Strategic Partnership?

8.2.2.1 Symmetric or Asymmetric?

The problems which the experience of other networks suggests are likely to arise in a free standing institution suggest that it might be advisable to locate the Russia programme within another institution. Such an arrangement could take one of two forms:

The Russia programme might be "housed" within another policy research or teaching institution. In this arrangement there is symmetry between the partners, in the sense that both the Russia programme and its partner are involved in teaching and/or research. Since the institutions have similar missions, maintaining distinct operating and governance structures is bound to seem artificial and unnecessary in the longer term, and so a symmetric arrangement seems likely to lead eventually to a full merger of the institutions involved. The proposed relationship with NES and CEFIR would represent a symmetric arrangement.

The alternative is one in which the Russia programme is "hosted" by another institution which is not primarily engaged in economics education and research. This arrangement is asymmetric, in the sense that the Russia programme and its host have different missions. Maintaining a distinct identity and mission for the Russia programme seems more likely under an asymmetric arrangement, since the institutions involved are likely to have somewhat different missions, operating procedures and governance structure, and so merging these structures will be less natural and straightforward.

Under an asymmetric arrangement, the Russia programme is likely to operate as a "project" or "secretariat" of the host institution. There are many precedents for such an arrangement, but typically these involve adopting the operational systems and procedures of the host institution, but maintaining a separate governance structure, usually in the form of a steering committee which focuses on strategic choices for programme activities and the recruitment of senior management, rather than on fiduciary issues and financial oversight, since these are dealt with through the adoption of the host institution's systems and procedures.

The 'secretariat' model has been used very widely by capacity building initiatives. The International Development Research Centre (IDRC) in Ottawa has long experience of this model, in which an initiative functions as a secretariat, typically housed within an IDRC regional office. IDRC secretariats use IDRC's financial and accounting systems and follow

its personnel procedures.[24] Responsibility for the substance of the secretariat's activities lies with a Steering Committee, on which a range of stakeholders are represented, along with a senior IDRC official. Each secretariat is led by an Executive Director, who is responsible to an IDRC staff member on a day to day basis, but more broadly to the chair of the Steering Committee as well.

The IDRC model has been extensively documented and codified and would seem to offer a useful blueprint for an 'asymmetric' relationship between the Russia programme and an institutional host.[25] Such an asymmetric arrangement is in some ways similar to the past relationship between the Russia and Ukraine programmes and the Eurasia Foundation. If appropriately modified, there is no reason why it could not be successful with a different host institution.

The IDRC document identifies five issues which are essential for the success of the secretariat model:

- *strategic direction,* which involves the alignment of the secretariat's vision, mission and core values with those of its host institution (in this case IDRC)
- *the need to develop a sound and realistic business plan* for the guidance of the secretariat's management, and the scrutiny by the secretariat's steering committee and the host institution's board; the business plan must address the issues of focus, capacity and the quality of the relationships with the host institutions
- *a systematic approach to performance management,* which addresses not only the implementation of the scientific program but also the general performance of the secretariat, using criteria which include relevance, effectiveness, efficiency, and financial viability
- *an accountability framework,* which comprises the key accountability relationships, a description of the duties which are owed by those who are accountable, and the auditing approaches needed to exercise accountability, and which takes into account the dual accountability of a secretariat, to its host institution, and to its steering committee donors
- *operations and structure,* including human resources issues (the status of the secretariat's director within the host institution), and the accessibility of the administrative and support services provided by the host institution

IDRC's experience in creating secretariats suggests the importance of giving careful attention to each of these issues *before* the decision is taken to create a secretariat within IDRC. Failure to address these issues has typically resulted in a lack of focus and unclear mandate for the secretariat, confusion and disagreements over accountability, and difficulty in attracting support from other donors.

The IDRC experience suggests the importance of careful planning in selecting a host institution, and organizing the Russia programme's transition from its current status into a

[24] IDRC defines a secretariat as "a program unit which is legally part of IDRC, headed by an Executive Director, and funded and governed in partnership with others." In the present context the institution hosting the Russia programme would play the role of IDRC.

[25] 'The Strategic Framework for Secretariats at IDRC', Ottawa: International Development Research Centre

new status within the host institution. It would therefore seem to be important that sufficient time is allowed not only to select the host institution, but also to ensure that each of the issues identified above are addressed clearly and explicitly in any agreement with the host institution.

8.2.2.2 A Closer Relationship with NES and CEFIR?

The concept of a Dom Ekonomiki or "Russian House of Economics" has been under discussion for several years. Such a "House of Economics" would involve some form of integration of EERC, the Russian (New) Economic School and the Centre for Economic and Financial Research (CEFIR).

The New Economic School (or "Russian Economic School", NES, www.nes.ru) is essentially a teaching institution. It offers a highly successful MA programme, which served as the model for the EERC MA programme at Kyiv Moyhla. It also engages in some outreach and capacity building in the regions outside Moscow.

The Centre for Economic and Financial Research (CEFIR, www.cefir.org) is a small policy research institute, with close links to the Stockholm Institute for Transition Economics (SITE, http://web.hhs.se/site). Erik Berglöf, the head of SITE, also plays a key role in CEFIR, although he is not involved in CEFIR's day to day operations. He has also served as a Resource Person for EERC and on the International Advisory Board for the Russia Programme.

The three institutions currently share premises in the CEMI building on Nakhimovsky Prospekt. Some research staff from CEFIR teach in NES; a number of CEFIR and NES staff have served as EERC Resource persons or sit on the International Advisory Board; and the three institutions collaborate across a range of joint activities. At present, however, there is no integration of their management, administration, governance or finances.

NES, CEFIR and EERC informally agreed to a "loose merger" in late 2002, involving close collaboration on a range of activities, but no merger of governance, management or administration.

During the spring of 2003 these discussions took a different direction, involving a much closer form of integration, with a merger of the governance structure and administration. The discussions proceeded to the level of a proposal for a closer integration, involving a functional division of administrative responsibilities. In May and June this proposal was discussed more widely within NES, but it did not win acceptance within the School. The reasons for this seem complex, but may have involved some resistance to the administrative changes entailed by closer integration. An alternative was proposed subsequently, in which EERC would be subsumed within the American Friends of NES (AFNES). This alternative was envisaged as an administrative and legal change only, designed to give EERC a legal "home" in the short run, since AFNES is merely a shell, designed to serve as a vehicle for US fundraising on behalf of NES.

8.2.2.3Other Potential Partners

If EERC does need a home, the first point to note is that the appropriate choice of a home depends on what EERC is and does. It is not sensible to select a new home for EERC without first clarifying EERC's future role and strategies.

The choice of strategic directions for EERC is still uncertain, but the point to remember is any choice of strategic directions has implications for the choice of a partnership or a merger. If EERC were an institution making research grants to individuals, then a merger with NES would not be optimal, since there would be (and already are) concerns about the potential for a conflict of interest between this grant making activity and the interests of the NES faculty. If EERC were instead to focus on outreach and training, NES might be the suitable partner. If the networking role came to be important, then it would be difficult for EERC, sitting within NES, to play the role of an honest broker among research teams in institutions which compete with NES, such as the Higher School. It is no coincidence that pure networking organizations such as NBER in the US, CEPR in Europe, and AERC in Africa are not housed within university departments, even though they collaborate closely, when appropriate, with these departments.

There are other institutions which could be partners or hosts for EERC: there is no reason why the discussion of a merger should be limited to NES and CEFIR. This is not the occasion on which to present a long list of potential merger partners, but it is important to note that they do exist. The Independent Institute for Social Policy, for example, might be a suitable partner if EERC wished to pursue more policy relevant research, particularly in the fields of labour markets and poverty. It would not, of course, be as appropriate if EERC wished to focus on building teaching capacity in economics. Again, the point is that the choice of a partner should be informed by a clear sense of EERC's likely strategic direction.

8.2.3 Maintaining the Link Between the Russia and Ukraine Programmes

Initially there were close connections between the Russia and Ukraine programmes. The two programmes have some links at the operational level: the Russia programme has held training events at NAUKMA in Kyiv, and a number of students and graduates of the Kyiv programme applied for and received grants from the Russia programme. The two programmes have also, obviously, shared a common Donor Board and a senior programme director based at the Eurasia Foundation in Washington. The links, however, have not been strong at the operational level, and seem if anything to have diminished in recent years.

To a certain extent this should not be surprising: the core activities of the two programmes had relatively little in common: the Russia programme was largely focused on its grants programme, and the Ukraine programme on the M.A. course. The 2002/3 decision to separate the two programmes in a legal and administrative sense was therefore understandable.

The two programmes do, of course, share a common goal: that of strengthening economics education and research in the countries of the former Soviet Union. It is also worth noting that both programmes are now in the process of diversifying their portfolio of activities. The Ukraine programme is establishing EROC, its research and outreach centre, thus extending its core activities well beyond an M.A. programme largely based on coursework. The Russia programme is now heavily engaged in collaborative research programmes in partnership with the Global Development Network; and is also an important provider of public goods, such as data and access to the scientific literature, for the economics profession in Russia (and elsewhere).

The two programmes could potentially become either competitors or collaborators as each diversifies its activities. Closer competition is possible in theory, but seems unlikely in

practice, and would be very unfortunate were it to occur. We believe that there are reasonable prospects for closer cooperation at an operational level over the medium term: the programmes have very distinct comparative advantages and there are synergies to be exploited. A continued link between the two programmes would be one means of facilitating collaboration and for this reason we think it worth considering.

From the perspective of the Russia programme alone, maintaining the link between the two programmes may have a number of important advantages in the short and medium run.

As indicated in section 0 below, the Russia programme faces the need to strengthen its governance structures. The absence of strong and clear governance is largely masked by the skilled and experienced leadership of Eric Livny, who has directed the programme since its inception. Without this leadership, the programme would face serious difficulties and stronger governance is an important and pressing task for the programme.

As suggested above, the experience of other research networks suggests that creating such a governance structure is straightforward when the network is largely donor funded (as is the case with AERC and ERF), but more complicated when the sources of financial support are more numerous and diverse (as is the case with CEPR and NBER).

Faced with the challenge of creating an effective governance structure for the Russia programme, there may be an understandable temptation to enter into a relationship with another institution which would either host or act as a long-term partner for the programme, and to rely on the other institution's governance structure to address the needs of the Russia programme.

This approach, while understandable, suffers from several disadvantages

Those institutions who are potential hosts or partners will be well aware of the Russia programme's urgent need for a legal and administrative basis on which to operate and stronger governance structures. This will give potential partners a strong bargaining position relative to the Russia programme: potential partners need only sit and wait, knowing that the Russia programme must 'strike a deal' quickly. The resulting arrangement is likely to reflect the bargaining strengths of the two parties, and be less advantageous to the Russia programme than might otherwise be the case.

From this point of view, a continued link between the Russia and Ukraine programmes but may provide a very useful home for the Russia programme in the short term, since it can provide the basis for a suitable governance structure, relieving the pressure to strike a deal with a potential partner in Russia. Whether such a link between the programmes makes sense over the longer term is difficult to judge at this moment: a link may prove sensible as a way of fostering mutually beneficial cooperation between the two programmes.

8.2.4 Leadership and Governance

As the discussion in sections 0 0 has made clear, the choice of strategic directions and the choice of an institutional home or long-term partner are closely related to the management and governance of the Russia Programme.

Even if some existing structures (such as the International Advisory Board) or individuals continue their involvement in some form in the Russia programme, as the Eurasia Foundation has now reduced its direct involvement in the programme's operations, the overall

management and governance structure of the Russia programme needs to be considered anew.

To date, the Eurasia Foundation has been legally responsible for the Russia and Ukraine programmes, acting on behalf of the donor Consortium. The Donor Board, which met annually, did not have direct legal or fiduciary responsibility for the programme. It consisted of one representative of each donor who had provided over $100,000 per annum.

The Donor Board provided comment on and review of an annual report and participated in general discussions of operational and strategic issues. The Eurasia Foundation Program Director participated in these meetings. For some donors, the most important aspect of their involvement in and oversight over the program occurred through these meetings.

It is our impression that the Donor Board played an active role in both the Russia and Ukraine programmes initially, but that its involvement in the Russia programme diminished somewhat in recent years. This may to some extent have reflected the more pressing and complex operational issues facing the Ukraine programme, including the local leadership of the programme and the relationship with NAUKMA. In contrast the Russia programme had a clear set of core activities, faced relatively few operational difficulties and (at least until recently) did not face questions of its relationship to other institutions and initiatives.

8.2.4.1 Leadership

Eric Livny has directed the Russia programme since its inception, and the success it has enjoyed is due largely to his skilled and professional leadership, and his clear vision of the programme's mission and 'spirit'.

The very effective leadership provided by Eric Livny since the inception of the programme has, so a certain extent, masked the absence of an effective governance structure. Eric is highly experienced and in many ways embodies the spirit and vision of the Russia programme, and so his presence masks the absence of a clear governance structure, which can set the programme's strategic choices and exercise oversight over the programme's senior managers. In the past the senior management of the Eurasia Foundation, along with the Russia programme's International Advisory Board have carried out these roles, but their responsibilities and authority seem not to have been articulated explicitly. In any event, the Eurasia Foundation is not longer in a position to exercise a direct oversight and management role, nor is the IAB not well placed to set the programme's strategic directions.

At some point, however, it is inevitable that Eric Livny will wish to step down in order to pursue other career opportunities. If this were to happen now, the programme would face very serious difficulties, in part because it has no coherent governance structure in place. In such a situation, the governance structure plays two vital roles: initiating and overseeing an open, transparent and effective process for selecting a new director; and ensuring continuity of the programme's strategic vision during the transitional period. In practice, the experience of other networks suggests that the transition from the founding director is a challenging and difficult task. AERC and CEPR managed this transition relatively successfully, but in each case the transition was to an experienced deputy who was in some sense a co-founder of the institution. Both AERC and CEPR found that the next transition, from the experienced deputy to an outsider, to be much more problematic.

While we have no evidence that the Russia programme faces this challenge in the short run, prudence would dictate that a stronger governance structure be put in place as soon as possible in order to ensure that this challenge can be handled effectively as and when it arises.

High quality administrative support will be essential during such a transition period, and for this reason the appointment of Katya Petry is very welcome.

For these reasons, the Russia programme now needs a stronger governance structure.

8.2.4.2 Governance

It is clear that the programme needs a stronger governance structure, with more clearly defined responsibilities and authority. The foundation for such a governance structure is a Board of Directors (or Trustees). The Board's role is to safeguard the interests of the programme's 'stakeholders' (donors, members of the research network, other professional economists working in Russia and the FSU, staff) so that the programme continues to operate and grow in a sustainable way that is true to its stated mission. As a body that is one step removed from day-to-day management, the Board is expected to provide an overview of the programme's overall effectiveness in meeting its goals; as well as the challenges facing the programme and the need to review and if necessary adjust strategic priorities in order to meet these new challenges. The Board should also act to ensure continuity as senior executive staff change over time (as they will, inevitably). In addition to the "stick" of providing a check and balance to the management team's executive power, the Board should also provide the "carrot" of additional skills and new useful contacts.

To allow the Board to discharge its responsibilities effectively, management will need to report on a regular basis to the Board, in some detail, and certainly in more detail than it now reports to the IAB. Facilitating management relationships with the Board and its committees requires a single designated administrative staff person who will a) gather Board papers and circulate them well in advance of meetings, b) take notes at meetings and summarise them again for circulation, and c) handle logistical issues for Board members in terms of their signing necessary documents and being notified of meetings and changes in management.

8.2.5 Subcommittees

On an ongoing basis, the full Board might meet twice yearly, and there will need to be quorum for the meeting so that a sufficient number of members are present and participate. The programme will need to provide reports to this Board, and the director and perhaps one other senior staff member should attend and participate in these meetings.

If it is to function efficiently, the entire Board cannot be expected to address all the issues which will inevitably arise. It must therefore create an executive committee and/or a number of subcommittees which can meet more frequently, as the need arises, to discharge more specific responsibilities.

These responsibilities comprise:

i. recruitment of senior staff – and new Board members (a role often performed by a permanent or ad hoc search committee)

ii. financial oversight (a role usually carried out by a finance and audit committee)

iii. compensation for senior management (a role sometimes carried out by a finance and audit committee)

iv. 'academic' oversight – establishing priorities across possible areas of research, assessment and selection of individual research initiatives or proposals, 'quality control' on the research output and other programme activities.

The Board may wish to establish a separate subcommittee for each of roles i, ii, and iii, or instead may create an executive committee with responsibility for all three areas. The choice between these alternatives should be based on a pragmatic assessment of the scale of the programme's activities and the likely workload for each of these roles.

Subcommittees – or an executive committee – will also need to meet at regular intervals – finance and audit should meet quarterly to approve financial reports, search as needed but at least twice yearly; compensation, possibly only annually.

8.2.5.1 The Role and Composition of the International Advisory Board

The remits of the search, finance and audit and compensation committees are relatively straightforward. The role of the 'academic' committee is more complex.

Such committees are present in the governance structures of all the major research networks. Their role differs across the networks, depending on the extent to which the activities of the network are organized into sub-fields and responsibility for leadership and quality control in each programme area is decentralized to senior researchers in that sub-field. When such decentralization exists (as is the case with CEPR and NBER to a lesser extent), the role of the 'academic' committee of the Board is largely that of retrospective oversight of the network's activities in order to ensure *ex post* quality control. When decentralization is not the case (as with AERC), the 'academic committee' typically plays a much more active role in the operation of the network, often discussing proposals for new research initiatives and in effect making decisions on whether to pursue specific activities.

Along this continuum the Russia programme is closer to the AERC than to the CEPR or NBER model, with an International Advisory Board (IAB) which exercises close scrutiny of the research grants process in order to ensure quality control.

One of the key public goods created by the programme, and one of its most important achievements, it was argued in section 0 was the creation of a peer review mechanism which is widely recognized as open, transparent and fair, and which serves as a benchmark for defining 'good quality research' in Russia. The value and importance of this role should not be underestimated: the dedicated work of the IAB has played a vital role in ensuring the quality standards were introduced and applied in an effective and fair fashion.

The strength of the IAB is, however, also a weakness, as the Russia programme seeks to diversify its portfolio of activities. Many, if not most of the members of the IAB have been recruited because of their close involvement in the grants programme. Since the programme in its initial years was largely focused on the grants programme, the IAB very naturally played a key role in guiding the grants programme and ensuring that the standards of the research supported were set at high levels initially and improved steadily over time.

The close association of the IAB with the research grants programme, while natural in terms of the origins and evolution of the programme, make it somewhat less useful as the

programme seeks to diversify its activities, possibly through large scale collaborative projects, increased efforts at building capacity among clusters of researchers at the regional and local levels, and attempts to increase the programme's impact on policy, either that the federation, regional or local levels.

The programme needs to ensure that its activities continue to meet the high standards established by the IAB for the grants programme. And there is clearly a vital need for continued input from senior researchers who have a broad international as well as Russian perspective on research on the transition economies. For this reason the 'academic' committee of the Board must continue to play a vital role. We would recommend, however, that its membership be broadened, to include those with more involvement in policy-making, at the federation, regional or local levels, as well as experience of other strategic directions which the programme might pursue.

8.2.5.2 Composition and Quorum

Bearing in mind the Board's responsibilities and those of the subcommittees, some thought needs to be given to how many people should be on the Board of Trustees and on each of the subcommittees, and how many need to be present to achieve quorum. It may be that some people choose to be members of subcommittees but only observers on the main Board or not to participate in the main Board at all.

In terms of composition, the main interests and stakeholders need to be represented, but the necessary skills also need to be present: finance/audit, links to both Western and Russian academic communities, general management skills and experience.

8.2.5.2 Planning Process

As part of a strengthened governance procedure, the programme will need to engage in a fuller planning process, to ensure that all parties have the information they need to fulfil their roles. The Board, as governors, will need financial and programmatic information more than annually to assess implementation of agreed plans and adjust where necessary. Management will need the formal guidance of a Board to assure that it is on the agreed path and will, ideally, benefit from the Board's contacts and complementary perspectives to make rigorous strategic decisions.

A typical planning process would revolve around a multi-year plan that includes detailed activities for each year and periodic, perhaps quarterly Board monitoring of progress to plan. The business plan needs to start with the strategic context and decisions and move from there to activities and their financial requirements.

The Board will therefore require of management more detailed and formal planning. Currently, business plans are framed as requests for donor funds, rather than a full review of strategy and recommendations of actions following therewith. What is missing from the current planning process is an action plan, which is organisationally one level below the business plan, stipulating administrative steps to be taken to operationalise the business plan's objectives. The link in planning between strategy and actions is at present only implicit, probably as a result of the more informal boundary between management and governance in the programme.

Many donor-led projects succeed in a large part because of the diligence and good-will of the individuals involved. This informal approach can work well on smaller scales and over

shorter periods of time. When creating an institution as complex as the Russia programme, a clear effective governance structure is essential to provide depth to management and to protect against many of the risks that the program faces. The size and complexity of the tasks that the Eurasia Foundation management team was carrying out should not be underestimated. Going forward, the tasks facing the Board and management of are at least as large and complex, and will require strong leadership on several levels.

10. Annex: List of Those Interviewed

EERC	
Staff	Eric Livny, Programme Director
International Advisory Board (IAB)	Richard Ericson, Chair Mark Schaffer
Resource Persons	Michael Alexeev, Indiana University Wojciech Charmeza, University of Leicester Gary Krueger, Macalester College in Minnesota Hartmut Lehmann, Heriot-Watt University James Leitzel, University of Chicago Shlomo Weber, Southern Methodist University
Educational and Research Institutions	
Higher School of Economics (HSE)	Professor Vladimir Avtonomov, Dean, Economics Department
Moscow State University (MGU)	Vasili Kolesov, Dean of the Faculty of Economics Vladimir Echenique, Vice Dean of the Faculty of Economics Teleshova
New Economic School (NES)	Sergei Guriev, Vice Rector Gur Ofer
Russian Academy of Sciences	Alexander Nekipilov, Vice President (also Institute for International Economic and Political Studies)
Eurasia Foundation	
Staff	Horton Beebe-Centre, Executive Vice President Regina Yan, Vice President, Finance & Administration
Government	
Ministry of Economic Development and Trade of the Russian Federation	Arkady Dvorkovich, Deputy Minister
Think Tanks	
Association of Independent Centers of Economic Analysis (ARETT)	Leonid Grigoriev, President
Bureau of Economic Analysis (BEA)	Andrei Shastitko, Acting Deputy Director General
Centre for Macroeconomic Analysis and Short-Term Forecasting (CMASF)	Andrey Belousov, Director General

Development Centre	Andrey Klepach, Executive Director
Economic Experts Group	Evsey Gurvich, Director of Research
Institute for Industrial and Market Studies at the Higher School of Economics	Tatyana Dolgopiatova
Institute for International Economic and Political Studies	Alexander Nekipilov, Director (also Russian Academy of Sciences)
Donors and Grants Programmes in Related Fields	
Global Development Network	Natalia Dinello, Senior Political Scientist
Independent Institute for Social Policy	Tatyana Maleva, Director
MacArthur Foundation	____ Zhadanova, Country Director
Russian Foundation for Fundamental Research	Vladimir Zhidkov
International Organizations	
World Bank	Andrei Markov, Senior Human Development Specialist
World Bank Institute	Tatyana Leonova, Head of Moscow Office