Final Report to USAID for the

COMMUNITY DEVELOPMENT SUPPORT PROGRAM BASED ON INFORMATIVE-COMMUNICATIVE TECHNOLOGIES (CDSP-ICT)

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1. Introduction.

The Fund for Sustainable Development (FSD) is an independent, nongovernmental, non-profit Russian foundation that was created in April 2005 with financial and technical support from the Agency for International Development (USAID) and by the staff of the Russian Representative Office of the Institute for Sustainable Communities (ISC). The Fund's mission is to carry out projects supporting socially responsible community development via environmental solutions throughout the Russian Federation.

FSD has completed a range of projects with funding from USAID, Russian and international businesses such as SUAL, BP, EuroChem company, TNK-BP and United Technologies. FSD is also actively collaborating with international foundations (Alcoa Foundation, Ford Foundation and Citi Foundation), the International Union for the Conservation of Nature Resources (IUCN) and Russian philanthropic organizations (Moscow Chamber of Public Organizations, Moscow Philanthropic Board, and National League Charitable Foundation). From 1997 through 2012 about 700 concrete projects for amount of nearly 15 million US dollars were successfully completed under the FSD team management; and lasting multi-sector interaction was established with government, business, NGOs and media outlets practically in all regions of the country. FSD has a network of partner regional centers across the country in cities of Nizhny-Novgorod, Yekaterinburg, Ulan-Ude and Khabarovsk. These centers take an active part in on-site project management.

The Fund has been uniquely successful in the Russian Federation in using environmental and community management, including increased energy efficiency, to bring together citizens, government leaders and business in diverse communities to carry out community self-sustainable projects. From this experience, staff has accumulated extensive experience in the area of intra-community and interregional cooperation for implementing projects; promoting citizens' participation in protecting their socio-environmental interests; developing citizen-led community improvement initiatives; and encouraging youth engagement in social welfare.

In 2006-2011 FSD implemented USAID-funded Community Development Support Program (CDSP) which provided grants for 125 concrete municipal projects in 15 administrative units of Russian Federation focusing on USAID priority areas (RFE and Northern Caucasus). The CDSP goal was to engage local citizens in addressing local needs and problems through a series of targeted grants focused on energy efficiency, local economic development, waste management, public health, small business development, social assistance and natural resource management. Deep experience at municipal level allows FSD to provide concrete technical assistance package to selected communities in developing local co-financing strategies. Such practices introduced the models of local resource mobilization, including development of philanthropy, public/private funds and other approaches at the local level. The experience of projects consolidation into clusters within selected municipalities can be

used for promotion of institutional structures and successful technologies, enabling citizens to participate in decision-making.

At federal level FSD keeps working contacts with Ministry of Economic Development (supervisor of CDSP program in 2006-2011), Ministry of Natural Resources and Ecology (supervisor of ROLL program in 1997-2006), Institute of Modern Development (INSOR) and other key actors. All USAID-funded programs implemented by FSD as well as all final recipients (grantees) were tax-exempted by the State Commission on Technical Assistance.

In 2011 FSD launched the new USAID-funded Program called Community Development Support Program based on informative-communication technologies (ICT). The overarching Program goal was to design and disseminate both innovative and proven models of community development throughout the Russian Federation. The Program has ensured the use of ICTs by municipalities in Russia for broader and efficient civic engagement supporting self-organization, mobilization and broader participation of Russian citizens in civil society and municipal governance.

2. Achievements and highlights.

- 17 communities have implemented 19 projects based on ICT and designed to address local community priorities thus contributing to long-term sustainability, including energy-efficiency projects which improved economic, social and/or environmental situation;
- Projects assisted to development of multi-stakeholder collaboration in 17 communities: local stakeholders strengthened their working relationships, and became more united towards achieving common goals for the benefit of the entire community;
- ICT technologies were introduced into the day-to-day community life in 17 local communities;
- FSD web-portal *Municipal* and e-journal *Local Sustainable Development* became a powerful ICT tools for a network communication between municipal authorities, local civic actors, experts and practitioners, etc.;
- FSD continued to provide educative activities for municipalities and CSOs including on-line and face-to-face consulting, production and distribution media-DVD disks with educative materials on self governance best practices and on sustainable municipal development,
- The number of members of on-line community *Municipal* increased at least to 600 people;
- "Best practices of community sustainable development" were broadly disseminated by FSD for attention of RF municipalities (the total number of municipalities in Russia is about 24,000) using ICT technologies;
- CDSP-ICT program became well-known on regional and federal levels in Russia. CDSP model was disseminated within municipalities and local communities to meet needs of self-governance development and strengthening;
- FSD and it's four Partner Regional Centers upgraded their capacities and enhanced sustainability resulted from introduction of new ICT technologies into existing management practices;
- Local and regional authorities, businesses and CSOs in 17 communities created practical social partnerships and matching funds for projects implementation.

3. CDSP-ICT Program Goals and Design.

3.1. Program Goals.

The overarching Program goal was to design and disseminate both innovative and proven models of community development throughout the Russian Federation. The Program has ensured the use of ICTs by municipalities in Russia for broader and efficient civic engagement supporting self-organization, mobilization and broader participation of Russian citizens in civil society and municipal governance.

The key Community Development Support Program based on ICT objectives were as follows:

- to engage local citizens in addressing local needs and problems through a series of targeted grants focused on energy efficiency, local economic development, waste management, public health, small business development, social assistance and natural resource management;
- to raise awareness at municipal level and building understanding of democratic values and good governance best practices;
- to use ICT as a catalyst that can build on ongoing democratic processes at municipal level (through computers, mobile phones etc.) for better effectiveness and connectivity of people life practical improvements;
- To help citizens to communicate more effectively within municipal communities and with local governments and broaden participation in decision-making, resulting in improved public policy and increased public satisfaction;
- to replicate best community development practice through ICT
- to enhance public and government transparency and accountability and support the development of citizen-government dialogues

3.2. Management principles.

The Program worked primarily at the municipal level in USAID-targeted regions of the Russian Federation. The following operational principles were applied:

Community development. FSD worked at municipal level to improve local community performance, creditability, transparency and sustainability, to strengthening social partnership as an addition resource for communities development. FSD worked with every selected community and brought in other USAID resources on a case-by-case basis based on the assessment of community's needs.

ICT introduction in community life. The Program promoted ICT application in local communities to ensure their sustainability by improving local citizens engagement, helped citizens to gain new ICT skills, to communicate more effectively within municipal communities and with local governments and broaden participation in decision-making, and to enhance public and government transparency and accountability and support the development of citizen-government dialogues.

Implementing practical activities and concrete results to promote sustainable local and regional development.

Replication – disseminated existing positive experiences accumulated in previous programs within Russian municipalities using ICTs. The existing network of successful communities

disseminated their positive experience to the adjacent municipalities thus triggering civil society values dissemination from municipal to the regional level.

Partner alliances and multi-stakeholder cooperation - involving local municipal authorities and representatives of two other sectors – non-governmental and non-profit organizations (NGO) and businesses, and also representatives of community services organizations, such as education and health protection into the community development process.

Project clusters – increasing efficiency of the project implementation through getting synergistic effects through resources, activities, partnerships, results and impacts.

Civic engagement - Engaging citizens into the process of decision-making, advocacy, and public expertise for approving new legislative initiatives for ensuring public awareness, transparency and youth motivation.

Public-private partnerships – Creating of a new and promotion of proved sustainable mechanisms of internal funding for socially important projects basing on introduction of energy-efficiency technologies at the municipal objects and ensuring their reinvestments through local and regional legislative mechanisms.

On-demand basis – working in communities that are willing to utilize better practices leveraging their own resources

3.3. Program Design.

The program was designed and implemented by the Fund for Sustainable Development (FSD), Russian NGO.

Implementation of the program has been proceeded with a transparent grant-making process; trainings for community development model dissemination; exchanging of personnel and best practices via Russia - to - Russia exchanges; strengthening or establishment of local community funds; and finally FSD capacity-building and branding.

Thus, the Community Development Support Program based on ICT was a multi-faceted community development program composed of the following components:

1. Grant-making in the targeted communities
2. Dissemination of best practices
3. Introduction of ICT into community life
4. Institutional development

<u>Component 1: Grant-making in the targeted communities</u>

The primary mechanism that FSD utilized was to instigate community engagement by

providing targeted grant-making to local communities. FSD's grants helped governments and citizens work together to implement practical solutions to concrete problems. Developed and implemented best practices and models were further disseminated at a relatively low cost.

The CDSP-ICT Program utilized CDSP methodology that proved to be a very effective mechanism of citizen engagement for improving quality of life at the local level. In 2006 – 2011 the CDSP Program involved 125 projects in 50 communities in targeted USAID regions. The Program generated the number of significant results including: 1:1 co-funding of the project activities from local sources; over 1.000.000 of citizens which benefited from the projects, the proven impressive savings from the energy efficiency projects that have been already reinvested for the municipal communities basing on the principles of citizen input, multi-sector cooperation and transparency.

FSD organized one grant-round annually in the targeted areas (in total 2 rounds). Each round included: an open and transparent grant proposal competition; pre- and post grant trainings; external and internal proposal reviews; and, finally, approval of the proposals by an independent FSD Advisory Council consisting of recognized representatives of government, business and civil society. All projects were required to introduce ICT for better effectiveness and connectivity of results.

The anticipated priority areas for the grant making component were supposed to be (but not limited to):

- ICT service delivery for community people engagement and better effectiveness and connectivity results of project's implementation
- Energy efficiency
- Clean water management
- Waste management
- Local economic development

Key beneficiaries included local citizens and civil society organizations, local and regional authorities, local housing, communal and social service organizations, small businesses. It was anticipated that targeted communities ranged in size from 3,000 to 100,000 citizens. Participating communities had to demonstrate willingness to involve local communities in design and implementation of the program. Each targeted community had to establish an official public mechanism or partnership that had to be designed to sustain the activities of the Program.

Component 2: Dissemination of best practices

Information and communications technology (ICT) opened new possibilities for information dissemination, solution exchange, education and trainings. The importance of ICT lies less in the technology itself but in its ability to create greater access to information and

communication in underserved populations.

Web-portal "Municipal" (http://www.municipal-sd.ru) and electronic Journal "Local Sustainable development" (http://www.fsdejournal.ru), were launched by FSD in the framework of CDSP Program under financial support of USAID, and in cooperation with RF Ministry of Economic Development and UNDP-Russia web-portal "Solutions Exchange".

The main goal of portal is to establish the thematic community for better information and to develop an open platform for discussion of important municipal problems and development of common solutions. E-journal serves as a platform for publication of timely materials and regional/municipal news (as by April, 2011 it encountered more that 120 publications [with English summary and more than 25,000 entries). The goal of electronic journal was to reinforce dissemination of the project outcomes promoting sustainable development on municipal level, strengthening the Russian legislation in the area of civic participation in local governance improving mechanisms of implementation of civic initiatives focused on solution of local problems.

Both of these tools have promoted ICT implementation and included different tools as information and best practices dissemination, open public access and on-line consulting, surveys and publications. All these means were utilized for citizen's access to information thus assisting them to address their concerns and priorities and to improve the governance in a participatory way. Greater use of ICT by municipal governments enabled them to involve more citizens in governance process, provide easier access to public information, and disseminate best practices among municipalities and regions in a more efficient way. Integrating of ICT into civil society and governmental practices was one of the essential components for achieving the project's objectives.

Component 3: Introduction of ICT into community life

It is well known that social and economic transition in Russia is developed in large urban centers. Small towns and villages are the last to be exposed to changes including ICT. This fact can be explained by a number of factors, such as isolation from the center, poorly developed social infrastructure, lack of trained specialists, paternalistic mentality, lack of information, collapse of traditional system of social support and decline in state funding.

One of the possible solutions is to integrate ICT into governance practice and local community life. Practically all FSD-implemented projects included a development of civic initiatives on local level and broad multi-sector participation in designing, discussing and adopting important municipal decisions. Moreover, a practical concrete solution to a specific energy-efficiency, social development and other issues achieved on a municipal level often serves as a platform on which various groups and organizations establish and maintain horizontal links by uniting and multiplying their capacities. In line with FSD contest

requirements, the results of every project are open, accessible and broadly disseminated through the media and the Internet. Some of FSD projects carried out by government and business organizations were compelled to interact with the non-profit sector in various forms: from public hearings and round tables to joint practical activities, such as, for example, planting of greenery in cities.

FSD planned to do under this component:

- Teaching on ICT technologies potential grantees and partners.
- Incorporate ICT in grant-making (ICT use would be one of conditions for getting financing)
- All partners were invited to participate in Web-portal Municipal activities (take part in surveys, on-line consulting, discussing etc.)

The community citizen's education on ICT raised the community's technological competence, increase civic engagement and strengthen local civil society.

Component 4: Institutional development

FSD strategic development includes further transition of FSD into a sustainable Russian grant-making institution and advocacy center that develops and disseminates best community practices.

During the course of implementation of CDSP-ICT Program, FSD continued to improve its technical and administrative institutional capacity as a mean to achieve full self-sustainability.

Indicative activities included the following:

- maintenance and enhancement of the web-site, web-portal, e-journal, Library of Best Practices or Information Center for distance and face-to-face consulting, coaching and learning;
- develop a network of FSD Partner Regional Centers as a regional resource centers based on ICT to promote their sustainability;
- broad introduction of ICT into FSD day-to-day life;
- support for FSD visibility as a community development institution (public debates, publication in newspapers and journals, press conferences, etc.);
- diversification of the funding sources;
- development and testing of the concept of a revolving fund for FSD.

FSD special attention was focused on working in cooperation with government institutions and with other sectors of society, promoting the process of institutionalization. This has tp deliver extra synergistic and spin-off effects of various potential programs administered and implemented by FSD. FSD also targeted towards getting a status of resource, expertise and consulting center in the issues of community development, program management and

monitoring and as an expertise center to a third party program. Another FSD's priority was engaging national donors (both public and private) to participate in the joint programs related to social responsibility of business. Thus, the formation of a civic consciousness amidst the process of institutionalization and public participation in local self-government was an important program component of the Program.

FSD staff was trained to improve ICT and other professional skills.

4. CDSP Grantees Review

19 regular grants were implemented in two Rounds in 17 municipalities (the detailed information on granting procedures see in Attachment 1).
Most of the projects were implemented in USAID priority areas: Russian Far East (52%) and Baikal areas (28%) and also in European part of Russia and in Urals (10% each).
The detailed project descriptions and results of all 19 projects containing results are posted on site (http://fund-sd.ru/english/publish/RMO-ICT-round-1-summaries-eng.pdf; http://fund-sd.ru/english/publish/RMO_ICT_round-2-eng.pdf) and in Attachments 2a, 2b.

All projects could be subdivided into 3 clusters.

1) **Use of alternate sources of energy (**in total 2 projects incl. 1 in RFE and 1 in Baikal area). All these projects were using solar energy to produce heat and electricity in remote and isolated municipalities of Russia. The budget spending for purchase of fuel and energy decreased sufficiently, and savings were used for development of these social objects.

For instance, the project CDSP-ICT-21 implemented in Tankhoy settlement (the Headquarters of Baikalsky State Reserve) included the installation of solar batteries at the environmental and tourist center Baikalskaya Bird Tagging Station that is currently under construction in the remote settlement of Mishikha; utilization of ICT to improve the infrastructure of the cooperation zone of Baikalsky Biosphere Reserve by installing wireless internet equipment at the visitor center of the reserve and in the international volunteers' camp, thus providing stable internet access for the residents and guests of Tankhoi, Pereemnaya, Kedrovaya, Vydrinnaya and Mishikha settlements; conducting training seminars for local residents on the use of the internet; and the use of ICT (the websites of the reserve, Kabansky Raion Administration and regional media) for disseminating information on the importance of using renewable energy sources on protected nature areas. The project resulted in development of an educational model site demonstrating the use of alternative sources of energy was opened for the residents of 5 settlements located in the cooperation zone of the reserve; provision of the Bird Tagging Station with power supply by installing solar batteries with a capacity of 360 W, thus allowing to save nearly 540 kW/h of energy during the season and to make it possible to successfully develop educational and tourist activities at Lake Baikal UNESCO World Heritage Site; training of 120 local residents in the practice of using energy-saving technologies; installation of wireless internet equipment at the Visitor center of

the Reserve, in the international volunteers' camp and in settlements located in the cooperation zone. Besides, at least 1,550 people were provided with guaranteed access to internet resources, including 1,000 local residents and nearly 550 tourists – this will facilitate social adaptation of the local population living in conditions of a special nature management zone; five practical internet education seminars were conducted for community members on the use of the internet; and the level of tourist services and infrastructure at the Visitor center of the reserve was improved and new jobs for people living in the cooperation zone were created.

2) EE construction activities (changes of windows, doors, heat supply systems, energy efficient lamps, energy-efficient buildings). (in total 7 projects: 6 in RFE and 1 in Baikal area. All projects were implemented in social objects like secondary schools, municipal houses of culture, municipal sport facilities. They resulted in decrease of budget spending for energy supplies and affected the indoor climate in the buildings, directly improving the health of schoolchildren, youth and aged citizens.

In the project "Safe sport" (CDSP-ICT-15) implemented in Nekrasovka settlement (Khabarovskiy krai) 100 light-emitting-diodes we installed in the gym, workout room, locker rooms and the entrance hall to the gym in the local community center; an information conference "Effectiveness of Energy-Saving" was conducted at the community center with the participation of the Heads of rural settlements of the raion, representatives of the public, deputies, managers of enterprises and organizations and the staff of the Moscow company LEDEFFECT and an information letter on the results of the conference "Effectiveness of Energy-Saving" was published and distributed in the raion in 500 copies. The project results were as follows: installation of 100 light-emitting-diodes that providing good quality daylight illumination; saved electricity: 43,070 kW/year; saved municipal funds: 193, 815 rub./year; reinvestment of energy savings into community development, landscaping, youth development and sports; creation of conditions for safe athletic activities (the illumination of the gym in Nekrasovka complies with sanitary standards); increased awareness in the community about the benefits of utilizing energy-efficient technologies; and the presentation of materials of the conference "Effectiveness of Energy-Saving" through ICT and the internet.

3) **Use of different ICT devices helping municipalities to save heat and electricity. (**in total 10 projects: 3 in RFE, 3 in Baikal area, 2 in Urals and 2 in Nizhegorodskaya oblast). Various ICT devices were installed to measure and save energy consumption by municipal objects (like different counters (Svirsk), smart-grid devices (Khomutovo, Satka, Arzamas), smart use of street lamps (Luchegorsk, Topolevo), control of water supply (Sovetskaya Gavan), etc. These installations resulted in significant savings of heat and electricity and stimulated its use for social projects.

As an example, the project CDSP-ICT-18 implemented in Topolevo settlement in Khabarovskiy Krai, included modernization of street lighting, including the replacement of 20 DRL lamps with energy-efficient light-emitting-diode lamps. The lighting scheme was divided into several groups suitable for different conditions; an ASKUE (automated information-measuring system of complex measurement of energy resources) system was installed. To manage lighting, a microprocessor block equipped with light and wind sensors and video registers was installed thus providing optimal lighting levels for given weather conditions. Power consumption was controlled by the ASKUE system. The project results were broadly disseminated through the media and internet. The results were seen as: improved street lighting; improved pedestrian and vehicle safety; higher energy-efficiency level was achieved: during the use of an energy-efficient lamp of a 50 W capacity (DRL lamps have a capacity of 250 W) energy savings increase by 5 times; and the doubling of amount of saved electricity due to regulated operational time and load.

One of the most important results is the change of mentality of municipal citizens, their acquaintance with ICT technologies (incl. computers, mobile devices etc.), and increase of their intention to use it in day-to-day life of municipalities.

5. Partner Regional Centers

The four Partner Regional Centers (PRC) were the important key element contributing to the success of CDSP-ICT Programs. PRC were located in Nizhniy Novgorod, Yekaterinburg, Ulan-Ude, and Khabarovsk. The PRC ensured regional interaction and partnerships, providing an invaluable regional presence (with priority at RFE) and help to establish new partnerships connections that greatly expanded USAID programs reach and success. The PRC are providing an invaluable regional presence for the CDSP-ICT Program and help to establish new partnerships connections and alliances that greatly expanded CDSP-ICT program reach and success. PRCs activity allows the expansion of the partners' network and effectiveness in engaging local leaders and widening CDSP-ICT area of impact. All Centers have wide practical experience in EE, Environmental protection, Health risk assessment, Eco-education, Eco-business and the knowledgeable staff with strong academic credentials, which have been trained for procedural specifities by FSD.

Under the CDSP-ICT Program PRC were actively involved in projects' short-term and long-term impacts monitoring and evaluation, networking and partnership development, replication and dissemination of best CDSP-ICT practices, public expertise of major regional projects, and support of public initiatives directed toward environmental, economic and social improvements, and promoting civil society.

Another significant component of RC activities is thematic and presentation seminars focusing on exchanging successful CDSP-ICT experience. At these seminars such questions as CDSP-ICT impact, regional priorities, and the successful results of projects and the program on the whole are discussed.

PRCs play an important role in grantmaking and information exchange activities. This considerably expands their resource potential and heightens the "sustainability index" of NGOs on the basis of which they operate, strengthens the NGO and partnership network, and supports institutionalization and multi-sector interaction on a national and regional level. PRCs maintain their own unique databases (on partners, projects, and donors), effective communications and information networks and their own constantly updated Websites that inform the regional public about projects developments and successful impact.

Monitoring and Projects impact assessment was an essential aspect of the work of PRC staff. The methodology of monitoring and projects' impact assessment was based on grantee reports, materials provided by FSD program staff, field site visits to projects not only during the projects ' implementation but during and post-grant time period.

Other important PRC activity was pushing of the institualization process. The Network of Partner Regional Support Centers has played an important role in strengthening local self-government institutes, developing an NGO network. Strengthening NGOs, establishment of NGO partnerships and networks, interaction between government and business, fundraising to support NGOs and the dissemination of best FSD Programs practices (including that of CDSP-ICT) are key to furthering civil society, environmental well-being, improvement of public health, and sustainable regional development.

The Partner Regional Centers during CDSP-ICT provided a wide range of concrete essential partner support to FSD Programs, including:

- Distribution of CDSP-ICT RFA to more than 300 organizations in priority areas of USAID, collected and expertised Concepts and Applications, conducted 18 pre-grant and 19 post-grant trainings and site - visits together with FSD staff to the CDSP-ICT projects ;
- Dissemination of the best practices of FSD Projects throughout their regions, matched municipal development and CDSP-ICT priorities; and attracted public attention to EE, social, environmental and information issues;
- Participation in 140 regional meetings and information seminars with NGOs, Administrations, social sector with 1910 attendants to match municipal priorities with CDSP-ICT development in the area of PRCs activities and to attract public attention to social and ecological regional problems: East Siberian RC – in meeting of Public Council (ES RC based organization Buryatia Regional Union on Lake Baikal was awarded as the best regional NGO), interregional conference on municipal management, in Baikal information Forum, meeting of rural municipal administrations, meeting of Association Sosnovskaya coalition united Siberian ecological NGOs; Ural RC participated in conference on ecological education, meeting of Ural Association on ecologically sounds business, conference on EE in Ural Federal University; Volga RC participated in seminar on small business development, in photo exhibition "Nature conservation areas of Nizhnegorodskaya oblast, meeting with Study Center of ecology and safety, seminar

"Ecology and mass media", RFE RC - seminars of Public Chamber, municipal Administration.

- All PRC participated in the 26 webinar (workshop) on 13 January 2012 devoted to start up of CDSP-ICT 2nd Round and Implementation of the best EE practices. The representatives and directors of Regional Energy Agencies were invited to join the webinar: the RFE branch of Russian Energy Agency (Bondari Alexey), EE Agency of Buryatia (Tumurov Byar), Ural EE & ecology Center (Kuligin Anatoliy), Nizjnii Novgorod EE branch of RF Agency Minenergo (Bugrov Sergey). The problems EE potential assessments, modern EE technologies, subsidies from federal budget for realization of regional EE programs were discussed.
- Providing 642 consultations to CDSP-ICT project implementers and partners (personal, telephone calls, e-mail).
- Publication of 24 articles in local newspapers and journals and as well in FSD e-journal 'Local sustainable development, 11 TV and radio broadcasting;
- Update of RC websites and increasing quantity of partners and partnerships addresses (more than 1800) in databases.

6. Performance and Monitoring Plan in CDSP-ICT Program

Monitoring and evaluation of activity and results of CDSP-ICT are the main pledge and guarantee of success and efficiency of Program realization. The Performance Monitoring & Evaluation Plan (PMEP) and methodology were elaborated for Program and based on the FSD community-oriented approach. PMEP was used for evaluation of CDSP-ICT projects taking into account USAID priorities and strategic objectives. One of the major objectives of monitoring is to convince USAID that CDSP-ICT has a viable and self-replicating model for building civil society at the municipal level.

This reporting period was devoted to field verification of the developed CDSP-ICT PMEP. The indicators to evaluate projects' progress and success as well as monitoring tools were elaborated and improved at different levels of monitoring (Projects and Municipal Communities). Monitoring data analysis helps quantifying collected data and matches them with USAID indicators (number of CSO using USG funds to improve organizational capacity, number of CSO advocacy campaign supported by USG, number of people who have completed USG assisted civic education programs). The attention is stressed on needs to provide information how projects' implementation fit to Regulation 216.

CDSP-ICT Program overarching objective is to demonstrate program effectiveness at building successful communities. The elaborated formula for successful communities is as follows: Concrete Improvements + Improved Process (*of Decision-making and Governance*) = Successful Community. Concrete Improvements include **o**ptimized use of energy and other local resources, better quality of life (economic opportunity, health outcomes, better services for the disadvantaged), better quality of environment (water quality, air quality, natural

resources management). Improved Governance Process are: more multi-stakeholder cooperation to accomplish common goals; more democratic decision making and citizen input into local governance (equal opportunity); greater transparency in local governance. Successful community means that it has higher creditability rating, recognition at the regional level, primary basement on the local resources, scaling-up of approaches to the nearby community.

The Methodology of monitoring was as follows. The monitoring has started from the very beginning of CDSP-ICT granting process during each grant Round and was based on independent expert reviews, IEE and Advisory Council evaluation that allowed choosing the best proposals for financial support. During projects' implementation the monitoring is fulfilling by FSD and PRC's staff collected data at three levels.

Application (Concept and Proposal Level): An initial 'Community Profile' to be gathered primarily from public data during baseline data collection. The baseline community profile spreadsheets (so-called social passports) were prepared. This description provides further the necessary context for evaluating and analyzing the success results from projects implementation.

Project-Level Impact Data: The data were collected at the beginning (baseline), interim and final (after the projects implementation) to track positive shifts in the communities derived from the CDSP-ICT program implementation. Also an interim survey serves for getting more insight into the planned processes according projects priority areas. This data focused on concrete improvements in the priority projects areas. The IEE (Initial Environmental Evaluation) and Assessment Checklist (ER Checklist) at the beginning stage of projects allowed to determine whether the proposed action (scope of work) encompasses the potential for environmental pollution or concern and, if so, to determine the scope and extent of additional environmental evaluation, mitigation, and monitoring necessary to fulfill federal U.S. environmental requirements. The ER Checklist is intended to be used in conjunction with the Leopold Matrix by the Cognizant Technical Officer (CTO) to ensure that environmental consequences are taken into account by USAID and the host country. Four program managers of FSD were approved as IEE experts by BEO and made IEE evaluation of CDSP-ICT projects.

Program level: comparative analysis of projects' impact in different RF regions, exchange of achievements, Code of best practices.

The PMEP was implemented through a set of tools including site visits, questioning and interviews. During the questioning and interviewing the data were collected from focus groups of people (projects implementers, beneficiaries, and stakeholders) and reflected the interviewers' perceptions of how the projects have influenced environment improvement, governance processes in their community: multistakeholder collaboration, the transparency of decision-making, and citizen participation as well as life quality, people health.

Questionnaire Forms were elaborated for each step of interviews and for different target groups of population. Application of the filtering questions is helpful to evaluate the general awareness and potential engagement rate among different target groups in solving different community problems. During CDSP-ICT implementation interviews covered over **70- 80** respondents for every community out of **17** (projects implementers, beneficiates, multistakeholders) during baseline, interim and final stages of projects implementation. Generally respondents positively reacted on the questioning. However still questions about transparency and mechanisms of decision-making at the municipal level in some cases caused tension, suspicion or misunderstanding.

Monitoring took into account such civil society components as mutual interest of all community sectors in the territory self-governance, traditions of using democratic instruments in decision-making, public control over the state and business policy. Monitoring data analysis helped quantifying and comparing collected data and match them with USAID indicators (number of CSO using USG funds to improve organizational capacity, number of CSO advocacy campaign supported by USG, number of people who have completed USG assisted civic education programs).The attention was stressed on needs to provide information how projects' implementation fit to Regulation 216.

Monitoring and Evaluation Indicators were elaborated and used to assess projects and Program success. The indicators for evaluation Projects and Program's progress and success helped to quantify collected data and to match them with USAID indicators as well as to evaluate success and performance at the three above distinct levels: individual project level; community level; program level. At each of those levels the following indicator groups were assessed:

a) Direct measurable results (specific for different priority projects' areas):

Civic Engagement area

% of citizens in targeted municipalities satisfied with government performance

- Number of CSO which improved their internal organizational capacity
- Number of people who have completed civic education trainings
- Number of CSO advocacy campaign
- Number of regional and local government officials trained in modern management approaches, techniques and practices

Ecologically sounds & Energy Efficiency projects for best community life in the frame of Program

- Number of citizens who participated in community projects in targeted municipalities
- Reduction in fuel consumption (tons anthracite equivalents)
- Amount of electricity saved (KWh)
- Reduction in liquid and solid wastes (t/year)
- Number of new water sources with safe drinking water created and their capacity (% of actual needs covered
- Budget savings realized through implementation of best practices

b) Direct measurable impact and outcomes (qualitative and quantitative indicators)

- Social effects involving such indicators as the citizen's social activity level, trust to local authorities and business, awareness, % of citizens in targeted municipalities satisfied with government performance
- Structural shifts in local community governance
- Synergistic effects from matching projects, project clusters or entire programs.

PMEP ensured that municipalities, and other partners interested in improving the local governance and civic engagement possess get the necessary information to make important strategic decisions. This will allow identifying concerns, challenges, resources and abilities for Program implementation. The PMEP should be responsive to the goals of community development projects and to the following USAID Program Strategic Objectives (More Open, Democratic Society, More Responsive and Accountable Local and Regional Governance, Civic engagement).

Monitoring and Evaluation as the tool for Foresight development
The program monitoring activity on the base of PMEP allowed evaluating concrete regional projects results and models for the foresight development. The foresight activities should be focused on critical and challenging fields: implementation of innovation technology and ecologically oriented economic growth, usage of ICT and Program results' expertise, social cohesion and governance as well as people educational skills development. The educational process will provide an intensive, practically-orientated learning of foresight methods for governmental, NGO and business stakeholders with particular attention on considering interrelations between social and environmental issues. Participants will learn how to predict, recognize and interpret possible future changes involving, in particular, social, technological, and environmental changes and their interdependencies through model building**:** (quantified or simulation approaches), horizon-scanning (information and data need to be used), scenario analysis application.

7. Information Dissemination Tools

FSD electronic journal *Local Sustainable Development* (http://www.fsdejournal.ru) is one of the components of FSD portal *Municipal* which was also launched in March of 2010. By May 2013, 7 issues of the journal were published with a total number of publications exceeding 330. The electronic journal serves as a platform for the publication of timely materials and regional/municipal news. The materials on the electronic journal are organized according to six priority topics of municipal community sustainable development: energy and resource efficiency; nature protection; promoting local economic development; social partnerships; improving social, living and health conditions in communities; environmental education; and FSD projects on municipal sustainable development. To facilitate the website search, the materials are organized in three categories: thematic reviews, practical experience and legislative documents. In 2012-2013, new topics appeared in the journal, one of which, "Partner Publications" includes articles from local journals of our partners (for example, from

the journal *Communities and Alliances* published by the Green House NGO from Khabarovsk, *The World of Baikal* and others). This makes them known to a broad range of readers interested in local initiatives and programs carried out in communities. The journal *Public Private Partnership* devoted to another important subject places articles written by a host of experts in this promising sphere of the country's economic development. There is also a new column entitled "Expert Opinions and Announcements".

Municipal administrations, NGOs, businesses and the media have access to an open public resource of information and possibilities for exchanging opinions and ideas to help solve municipal problems on the base of innovative technologies. An exchange of information between thematic groups will be organized on the website. The authors of the journal are scientists, experts, officials from federal and regional government agencies and the staff of business firms and NGOs: Agency for Strategic Initiatives; Higher School of Economics; Institute of Water Problems; Moscow State University; Public Private Partnership Center of the State Corporation "Bank for Development and Foreign Economic Affairs" (Vnesheconombank); the Siberia Coal and Energy Company, the Ural Association of Environmentally Responsible Companies; the Buryatia Regional Association on Lake Baikal; Green House Charitable NGO from Khabarovsk and others.

The journal has become popular among a large target audience consisting of municipal government officials, the public, NGOs, entrepreneurs and the academic community, with the total number of visitors exceeding 100,000 from the time of the appearance of this publication in 2010. The journal also has a Facebook account.

New articles are announced through RSS distribution at the internet portal *Municipal* (www.municipal-sd.ru). The participants in the thematic community *Municipal* find these materials of much interest for expanding their knowledge, sharing information and writing consolidated reviews on priority topics of sustainable community development based on international practices.

Editorial board: V.I.Danilov-Danilyan, O.S. Fokin, R.O.Butovsky, executive editor E.M.Milanova, technical and design editor B.N.Chigirev.

8. FSD Institutional Building

As a pool of environmental and natural resource management experts, FSD continues to address the critical environmental and social concerns, such as the improvement of environmental health, environmental health risk management, support to local self-government, public participation in decision-making and sustainable community development.

FSD Proven Capacity:

- FSD team has transitioned from the USAID-funded ROLL project to a new, Russian non-government organization.
- The expertise of FSD team was initialized and developed during CDSP-ICT and other 20 programs that were implemented in cooperation with USAID, SUAL, EUROCHEM, BP, TNK-BP, ALCOA Foundation, Citi Foundation, Ford Foundation and other donors. In the course the CDSP-ICT and other programs, about 700 concrete projects were implemented in all regions of the Russian Federation with a total cost of nearly $15 M. These projects have promoted the interaction and collaboration of government officials, businesses, nongovernmental organizations, and media in nearly all the regions of the Russian Federation. The long-term FSD partnership network in USAID Geographic Priority areas ensured close contacts with local administrations, businesses, NGOs and citizens for setting local priorities. It is planned to have at least one regional representative/ Regional Center in each administrative unit of the area of Program implementation.
- FSD grant-making experience in implementation of more than 700 projects ensured the deep understanding of municipal needs. Moreover, FSD developed and supported the transparent grant-making procedures, vast database and Performance Monitoring and Evaluation Plan, which can be used to assess the quantitative and qualitative community changes.
- Deep experience of work at municipal level allowed FSD to provide concrete technical assistance package to selected communities in developing local co-funding strategies. This strategy helped to disseminate the models of local resource mobilization, including development of philanthropy, public/private funds and other methodologies.
- During last 15 years FSD team has accumulated broad experience focused on practical energy efficiency projects and technologies and effective management of natural resources for sustainable consumption and production. The projects implemented in this direction included work in the following areas: (1) decentralizing heat supply systems; (2) using new types of fuel at boiler plants; (3) reconstructing boiler plants and heating mains; (4) scale control and antirust treatment of boiler water; (5) installation of commercial gas and heat meters; (6) heat insulation activities at school, kindergarten and hospital buildings; (7) modernization of street lighting systems; and (8) installation of warm pumps. As a result of energy-efficiency activities the projects realized a savings of both money and natural resources.
- All FSD staff is well-trained and can provide an advocacy on a wide range of sustainable development issues to communities and stakeholders. During CDSP program implementation FSD staff organized numerous trainings, seminars, workshops and conferences for best practices dissemination.
- FSD has positive experience in development of ICT practical tools for people engagement, solution exchange and information dissemination. One of such tool is web-portal "Municipal" (http://www.municipal-sd.ru/) and on-line community developed on the base of that portal (200 members currently), which was launched by FSD in the

framework of CDSP Program under financial support of USAID, and in cooperation with RF Ministry of Economic Development and UNDP-Russia web-portal "Solutions Exchange". The portal and on-line community – Municipal – is a platform for the interaction of civic actors between each other and government and is intended for a broad range of users: executives and staff of government authorities and local self-government, scientists, educators, experts, NGO professionals, students and civic activists interested in improving the quality of life in their communities.

- FSD electronic journal *Local Sustainable Development* (http://www.fsdejournal.ru) connected to FSD portal *Municipal* and serves as a platform for publication of timely materials and regional/municipal news.
- During last 6 years FSD successfully passed six complex audits according to Russian legislation and USAID regulations.
- FSD has solid and long-term working relations with RF Governmental Commission on Humanitarian and Technical Assistance (Commission). All 125 projects funded under CDSP were registered and tax exempted by the Commission.

More details about FSD expertise and activities could be found on web-sites:

- http://fund-sd.ru/
- http://municipal-sd.ru/
- http://fsdejournal.ru/

9. Challenges and Lessons Learned

FSD met the project general goal and objectives in line with the project design and implemented the project components. The overarching Program goal was to design and disseminate both innovative and proven models of community development throughout the Russian Federation using ICT tools. 17 communities in remote regions of Russian Federation used ICTs for broader and efficient civic engagement supporting self-organization, mobilization and broader participation of Russian citizens in civil society and municipal governance.

FSD actively worked to identify significant lessons learned during implementation of its programs. These lessons can result from both positive and negative outcomes and are used in two important ways:

- to provide thoughtful monitoring information in the course of a project, thereby allowing project managers to adjust implementation plans taking into account the information collected; and
- to allow practical lessons to improve FSD's future projects, program areas, and implementation models so that these are constantly being contemporary adjusted.

The following descriptions provide an overview of key lessons learned.

Link environmental management with economic development

While challenging to implement, effective innovation technologies and approaches to community sustainable development and natural resource management must be ecologically sound. Any industrial society faces difficult choices in balancing environmental and economic interests. In Russia's stagnant, if not faltering economic situation that was the standard during CDSP, public and official perceptions often led to the conclusion that economic considerations must take priority over environmental improvements. In fact, the perception endures that economic growth and environmental management are inherently conflicting priorities. FSD believes that measures to improve environmental management must be accompanied by economic development initiatives as well as by strengthening sustainability of municipal communities.

Network of Regional Centers has become essential for FSD

Given the physical size of Russia and the scope of the CDSP projects, the strong network of Regional Centers has greatly contributed to CDSP's successful projects. Furthermore, the network of existing Regional Centers with well-developed partnerships and experience in grantmaking and information sharing represented significant partners that have steadily increased their capacity and are seen as leaders and bona fide support centers in the fields of environmental policy and civil society. They have evolved to become resource centers, supporting the work of not only CDSP-ICT but other environmental NGOs not directly

associated with CDSP-ICT projects. The Regional Centers not only continue to provide grantee training support, but are also more involved in networking (particularly between donors and grantees); articulating regional environmental priorities (in coordination with governmental ministries and agencies, and NGOs); providing follow-up support and evaluating grantees from CDSP; continue monitoring/evaluating CDSP-ICT projects. An important emphasis of CDSP-ICT activities is to further enhance the capability of the Regional Centers. A further goal for the Regional Centers under FSD Programs relates to providing assistance in working directly with communities to identify priorities and to support the development of initiatives associated with solving the problems linked to those identified priorities. The Centers continue to strengthen their linkages and partnerships throughout the diverse sectors in their regions, including regional and local authorities, city administrations, business interests, and technology specialists, all while working with potential grants applicants.

Importance of utilizing diverse and appropriate information-dissemination methods

FSD carefully assessed the impact, availability, and cost of various dissemination tools to reach the greatest possible audience. For example, the English-Russian website was developed at a relatively low cost to take advantage of current technology. Recognizing that Internet access throughout Russia is still limited and costly in many regions, FSD compiled the information available on the website and from publications onto a CD-ROM —a more commonly available low-cost way of presenting a large volume of information. These means brought increased information about the project and replication opportunities to an even wider audience.

Improve and extend the grant tracking to fully understand the long-term results and concrete outcomes that led toward programmatic goals

FSD made a commitment to follow up with all CDSP-ICT projects through its network of Regional Centers and also through direct contact with project coordinators. During CDSP-ICT it was determined that many important results that occurred as a result of CDSP-ICT projects often took place one to two years after the project was officially closed. However, many of these projects continued to work and receive funding from other sources. FSD has realized that project outcomes are often realized but that many even more exciting and important results occur that provided substantial, unforeseen benefits.

Encourage matching funds

One of the Program significant achievements was the growth of matching funds with municipal authorities and business in the projects approved for financing. Not only did the matching funds increase, but the sources for these matching funds became more varied and began to include sources within the RF government. Most significantly, many city administrations are now approaching FSD to implement other grant programs where they

provide matching funds.

Greater emphasis on replication activities that address regional priorities

FSD developed projects' monitoring and evaluation methodology to help ensure that regional priorities were addressed by CDSP-ICT projects. Regional authorities needed encouragement to develop environmental policy initiatives and legislation that suits their specific situations and needs. However, it was discovered that, because of the new law on *samoupravlenie* (self-governance), a much higher burden was falling to the municipalities. By helping with regional and even raion priorities CDSP-ICT was able to be much more efficient and beneficial during its implementation. Further, FSD believes that in Russia, one must focus on creating changes at the local and/or regional levels in order to motivate larger-scale developments. This perspective lies at the heart of the FSD philosophy.

10. CDSP-ICT Program Obstacles.

Initially CDSP-ICT Program was designed for 3 years and was planned as a continuous set of activities, promoting ICT introduction into local community life in particular in remote areas like Baikal and Russian Far East. Unfortunately for the Program, the political situation in Russia has changed: July 27, 2012 – the "NGO Law" was adopted by State Duma, forcing the Russian NGOs which get funding from foreign sources and dealing with political activities, to apply since November, 27, 2012 for being "a foreign agent". The next step was the prohibition of any USAID activities in Russian Federation since October 1, 2012. It has greatly affected the CDSP-ICT program as FSD could not start any new activities since October 1, 2012 and could not continue the started ones. CDSP-ICT Round 3 was cancelled and since then FSD was only involved in the Program close-out activities.

11. Gender issues.

In line with research results (Civic Society in Russia, 2011, High School of Economics) gender balance of men and women who participate in NGOs' work is equal in such fields as recreation and sports. But in other areas about 70% of women participated in a variety of public organizations and movements in Russia. Only in technical and business projects a number of men is higher.

During the Project the problem was identified and the gender differences and inequalities in of both genders were addressed. The gender profiles of the Project's target audience were analyzed: how the Project met gender balance issue in the communities, and during the grants implementation.

At the different stages of the project implementation the level of involvement for women and men was tracked separately. The number of women and men played key role in the grants (as coordinators) was monitored: in the training seminars, in grants activities, in information sharing activities, in disseminating of best practices; introduction of ICT into

community life; institutional development.

Though men and women were affected differently during the CDSP-ICT project, and ICT introduction into working processes, these facts were taken into account and were addressed in each component:

- the balance of a number of key participants involved into the Project in communities was kept;
- the assistants and additional training for targeted groups (women or men) to diminish gaps; it was offered variety if ICT tools with taking into consideration different skills and preferences of women and men was provided ;
- while designing the grant components, the gender issues were formulated for the contests and application forms to preclude disparity;
- it was separately evaluated effective use of ICT tools by women and men as civic actors within the grants implementation;
- the equal access for grants and participation in the project activities for different types of grants by keeping balanced representation of men and women; it was considered during design, planning, implementation and evaluation of the suggested activities while organizing training for communities and NGOs' leaders was provided;
- benefits , difficulties , threads, opportunities for different gender, especially while using new ICT tools for civic engagement within information dissemination and best practices sharing components of each project were especially underlined.

During the Project implementation, and organization of the training seminars and the contests it was found that:

1. not only women but mostly men were encouraged to participate in the Project activities (because about 70% of women participate in variety of public organizations and movements in Russia);
2. the affordability of the technology choices to low-income groups (mostly women) were taken into consideration
3. the information needed for both men and women was provided to targeted groups;
4. both men and women were included in all aspects of the Project, such as: participation and leadership in meetings, discussions, working groups, technology developing projects, exchanges of best practices, etc.;
5. applicants (potential trainers) had appropriate skills to use new ICT technology;
6. the differences and technical skills levels by gender were diminished by remediation measures or accommodation in depending of each community and each grant type requests and situation.

All these measures ensured that the specific interests of men and women were considered in the development of the Project activities, methodologies, and project materials. In order to consider how the Project results affected women and men a monitoring of gender equality for the Project participants was completed in different forms: (1) as a feedback from the trainees, (2) as questionnaires of grantees and the grants' beneficiaries.

The Project collected, analyzed, and submitted to USAID/Russia sex-disaggregated data on a semi-annual basis as part of the award monitoring plan.

The main results of the gender equity racking within the Project implementation:

- Within training provided to the potential applicants and the communities' members about 70 % of women and 30% of men have participated. Young people were involved into the projects in most cases as volunteers.

- Out of 10 Round 1 Grantees 60% of coordinators were represented by women; and 40% - men. The social rank of the grantee-organizations was as follows: 40% - schools and pre-schools (100% of the directors – women); 30% - NGOs (65% - women; 35- men) ; small business 33% (100% men).

- Out of 10 Round 2 Grantees 55% of coordinators were men, and 45% - women. The social rank of the grantee-organizations was as follows: 55% - administration at municipal level (50% men; 50% women); school – 9% (women 100%); business - 27% (65%- men; 35% women); state organization – 9% (100% - men).

- During the introduction of the ICT tools into the Project and grant activities it was noticed that women and men equally accepted and adopted new information technologies. The level of education more affected the skills of the participants. The type of the project activities (jobs differences) was the main reason for more or less efficient use of ICT tools, than a gender itself. Another difference was connected with age rank. Young people were more proactive in ICT use when compared to aged people.

- Women in Russia are more involved into the community life than men, they participated as volunteers in many community level events: at schools, at culture events (festivities, concerts) . Men more participate in administrative work at municipal level, and in developing of small business.

- Women are more flexible while information sharing, PR- campaigns, communicating results, social partnership development at municipal level, social work. Men are involved at regional level communication, top- management activities, engineering work (such as energy efficiency technologies introduction).

- The Project kept the gender equity, provided equal opportunities to women and men, strengthened both genders skills, supported learning and more active use of ICT tools in women and men daily activities within their professional work and personal activities as members of civic society.

Abbreviations:

FSD – Fund for Sustainable Development
USAID – US Agency for International Development
GPM – Grants Procedures Manual
PMEP – Performance Monitoring and Evaluation Plan
M&E – Monitoring and Evaluation
PRC – Partner Regional Centers
CBP – Code of Best Practices
RFA – Request for Application
IEE – Initial Environmental Examination
BEO – USAID Bureau Environmental Officer
AC – Advisory Council

List of Attachments

Attachment 1 – FSD grant-making procedures and documents
Attachment 2a,b – Project Information. Brochures – CDSP-ICT Projects, Round 1-2
Attachment 3 – Descriptive List of PRC
Attachment 4a,b – PMEP documents
Attachment 5 – CDSP-ICT publications: list of references.
Attachment 6 – Auditors 2012 report CDSP-ICT

Attachment 1

«УТВЕРЖДАЮ»

Исполнительный директор
Фонда Устойчивое развитие
« 01» сентября 2007 года

РУКОВОДСТВО ПО ГРАНТОВОЙ ПОЛИТИКЕ И ПРОЦЕДУРАМ ФОНДА «Содействие устойчивому развитию территорий и местных сообществ»

GRANT-MAKING POLICY and PROCEDURES
of the
Fund for Sustainable Development

Введение

Руководство по грантовой политике и процедурам посвящено реализации и управлению проектами, осуществляемыми в России Фондом «Содействие устойчивому развитию территорий и местных сообществ » (ФУР).

- Данное руководство предназначено для сотрудников ФУР, а также для тех, кто нуждается в информации, касающейся конкретных процедур, применяемых при подаче заявок на грант, присуждении грантов, отчетности по грантам и мониторинге программы грантов. Далее в руководстве под понятием «грант» подразумеваются следующие виды целевого финансирования:техническая помощь;
- пожертвование;
- грант

В данном руководстве рассматриваются процедуры и документы, используемые на каждом этапе грантового процесса, начиная с подготовки и подачи концепции/ заявки до закрытия гранта. Соблюдение следующих требований является залогом эффективного грантового процесса:

- подробное и ясное описание каждого этапа грантового процесса;
- включение всех документов, необходимых для управления грантом;
- максимальное упрощение и рационализация процедур для своевременной обработки заявок и финансирования проектов;
- обеспечение адекватного мониторинга и отчетности по грантовым средствам;
- обеспечение точного следования условиям и срокам грантовых договоров со стороны грантополучателей.

Все вопросы, касающиеся грантовой политики и процедур, содержащихся в данном руководстве, следует направлять Программному Директору ФУР, Финансовому директору и Исполнительному Директору ФУР.

<u>Краткое описание грантовой деятельности</u>

ГГрантовая деятельность является важной составляющей Программ, реализуемых ФУР. Гранты присуждаются российским организациям с целью поддержки решения социально-экономических и экологических проблем и повышения гражданской активности населения. Особое внимание уделяется проектам, тиражирующим и распространяющим результаты предыдущих успешных проектов и деятельности ФУР. Более подробное описание грантовой деятельности содержится в “ Правилах заполнения заявок” и в других информационных материалах , которые готовятся ФУР по различным Программам.

В процессе реализации Программы грантов участвуют следующие организации: донорские организации, ФУР, Региональные партнерские центры ФУР, Консультативный Комитет ФУР, партнерские организации: Министерство экономического развития и торговли Министерство регионального развития РФ и т.д.

Донорские организации - российские (например, СУАЛ, Евррохим и т.д.) и иностранные организации (например, АМР США, Фонд АЛКОА, Фонд Форда), выступающие в качестве донора средств, используемых Проектами ФУР.

ФУР- юридическое лицо, расположенное в г.Москве (РФ), которое осуществляет повседневное руководство проектами (грантами) и несет ответственность за их выполнение. ФУР отчитывается о своей деятельности перед донорским организациями в соответствии с их требованиями к отчетности.

Региональные партнерские центры (РПЦ) ФУР - представляют сеть российских общественных организаций, охватывающих своей деятельностью всю территорию Российской Федерации. Региональные центры оказывают содействие ФУР по различным аспектам управления проектами (грантами), таким как обработка концепций/ заявок, организация информационных и обучающих семинаров, посещение мест осуществления проектов и мониторинг их выполнения. Региональные центры представляют Менеджеру проектов ФУР, ответственному за РПЦ, ежеквартальные отчеты о проделанной работе, а администратору грантов ФУР ежеквартальные финансовые отчеты.

Консультативный Комитет ФУР - состоит из российских граждан, представителей органов власти, государственных и неправительственных организаций различного уровня - федерального, регионального и местного. Консультативный Комитет координирует стратегию с целью успешной реализации Программ ФУР в России, а также утверждает финансирование проектов (грантов) по представлению ФУР. Консультативный Комитет ФУР действует на основании «Положения о Консультативном Комитете», утвержденном Председателем Совета Директоров ФУР.

Министерство экономического развития и торговли и Министерство Регионального развития РФ - государственные организации, которые координируют осуществление экономических, социальных и экологических программ развития на территории РФ.

<u>Критерии формального соответствия</u>

Для того, чтобы иметь право на получение средств, организации, подающие заявки:

- должны быть российскими, зарегистрированными в соответствии с законодательством РФ;
- не должны быть религиозными или политическими;
- должны предложить некоммерческий проект, не приносящий прибыль заявителю в сроки выполнения проекта;
- должны предъявить доказательства, что у них есть условия (такие как банковский счет и опытный бухгалтер) для рационального управления средствами гранта;

- должны представить полностью укомплектованную заявку.

В зависимости от требований донора критерии формального соответствия могут изменяться/дополняться для каждой конкретной Программы ФУР. Об изменениях критериев ФУР своевременно сообщает в «Форме концепции/ заявки на грант» и «Руководстве по составлению заявки на грант».

Краткое описание процесса подачи концепций/ заявок и присуждения грантов

В рамках Программы грантов ФУР предоставляются два вида грантов: (1) на конкурсной основе, (2) на внеконкурсной основе ("целевые" гранты). Подавляющее большинство грантов присуждаются на конкурсной основе. Ниже приводится описание процесса подачи заявок и присуждения грантов для каждого вида гранта (и хотя процедуры подачи заявок у данных двух видов разные, после присуждения грантов используются одни и те же процедуры, связанные с управлением грантом, включая выплату авансов и финансовую отчетность).

Процедура выделения грантов на конкурсной основе

Для присуждения грантов на конкурсной основе организациям, которые удовлетворяют установленным критериям формального соответствия, проводится экспертиза концепций/заявок, в ходе которой используется балльная система. Разрабатывается план-график проведения конкурсов (грант-раундов) с указанием контрольного срока подачи концепций/ заявок. В вышеупомянутом документе - "Руководство по составлению заявки на грант" - четко излагается весь процесс подачи концепции/ заявки, критерии соответствия организаций, а также критерии оценки концепций/ заявок. Процесс подачи концепций/ заявок и присуждения грантов в каждом конкурсе подразделяется на следующие этапы:

1. В зависимости от требований донора и специфических особенностей конкурса (грант-раунда) он может быть проведен в один (конкурс Заявок) или два (конкурсы Концепций и Заявок) этапа.

2. Конкурс концепций/ заявок объявляется через РПЦ ФУР, веб-сайты ФУР и доноров.

3. Региональные центры принимают и оценивают концепции/ заявки на гранты по критериям формального соответствия целям и задачам конкурса. Те концепции/ заявки, которые отвечают формальным критериям, направляются в ФУР, где каждая концепция/ заявка независимо рассматривается и оценивается по балльной системе двумя независимыми экспертами, двумя менеджерами проектов и администратором грантов.

4. Программный отдел ФУР составляет окончательный перечень рекомендованных заявок исходя из балльных оценок, которые получили заявки.

5. При необходимости, ФУР связывается с грантозаявителями, прошедшими вышеперечисленные этапы грантового процесса, с целью устранения незначительных неточностей в представленных смете и описательной части заявки.

6. Рекомендованные к финансированию заявки направляются в соответствующие организации - доноры Программы на согласование.

7. На заседании Консультативного Комитета ФУР, рекомендованные заявки рассматриваются и утверждаются.

8. Утвержденный Консультативным Комитетом список заявок подписывается Председателем Совета Директоров ФУР.

9. Администратор грантов готовит грантовые соглашения ,договоры пожертвования, причем заявка на грант являеися нетъемлемой частью указанных документов. Формы грантовых соглашений, договоров пожертвования готовит АХО совместно с юридической фирмой.

10. Каждый проект курируется одним из Менеджеров проектов или Программным директором и все проекты – Администратором грантов.

11. Соглашения/договоры подписываются Руководителем организации-грантополучателя и Координатором проекта, а со стороны ФУР - Исполнительным Директором ФУР и Программным Директором ФУР.

12. Программный и Финансовый отделы ФУР при участии партнерских региональных центров в течение первого квартала реализации проектов проводят семинар по требованиям к программной и финансовой отчетности, обязательный для посещения грантополучателями.

<u>Процедура выделения целевых грантов</u>

Система выделения целевых грантов является механизмом, позволяющим донорским организациям и ФУР финансировать проекты, требующие немедленной реализации. Под категорию целевых грантов может подпадать только небольшое количество из общего числа выделяемых грантов.

Целевые гранты выделяются на следующих условиях:

- Заявки на целевые гранты должны соответствовать тем же самым критериям, что и заявки на гранты, предоставляемые на конкурсной основе. Данные критерии приводятся в “Форме заявки”.

- Заявка, поданная на получение целевого гранта, не является гарантией присуждения такого гранта.

- Запрос на получение определенной суммы финансирования не является гарантией выделения данной суммы.

Процесс выделения целевых грантов состоит из следующих этапов:

1. ФУР посылает краткое содержание поданной концепции/заявки в донорскую организацию для согласования вместе с сопроводительным письмом-обоснованием рассмотрения данного проекта в качестве целевого.

2. Донорская организация определяет, соответствует ли предложенный проект критериям целевого гранта, или следует проводить конкурс целевых грантов по определенному приоритетному направлению.

3. Донорская организация и ФУР приходят к соглашению о необходимости выделения целевого гранта.

4. В случае, если проект принимается к рассмотрению в качестве целевого гранта, донорская организация направляет ФУР письмо с просьбой к его сотрудникам начать рассмотрение заявки в соответствии с установленными процедурами.

5. Программный Директор ФУР назначает Менеджера проектов, ответственного за подготовку данной заявки (и выполнение гранта, в случае его присуждения).

6. ФУР определяет региональный партнерский центр, который будет инструктировать грантозаявителя по составлению заявки и, если в этом появится необходимость, проведет тренинг по подготовке заявки и по составлению и обоснованию бюджета.

7. Каждая заявка рассматривается и оценивается по балльной системе двумя независимыми экспертами, двумя менеджерами проектов и администратором грантов. В случае, если в заявку необходимо внести какие-либо изменения, сотрудники работают по этому вопросу с грантозаявителем.

8. Администратор грантов готовит грантовые соглашения, договоры пожертвования, причем заявка на грант являеися нетъемлемой частью указанных документов. Формы грантовых соглашений, договоров пожертвования готовит АХО совместно с юридической фирмой.

9. Проект курируется одним из Менджеров проектов или Программным директором и все проекты – Администратором грантов.

10. Соглашения/договоры подписывается Руководителем организации-грантополучателя и Координатором проекта, а со стороны ФУР - Исполнительным Директором ФУР и Программным Директором ФУР.

11. Программный и Финансовый отделы ФУР при участии партнерских региональных центров в течение первого квартала реализации проектов проводят семинар по требованиям к программной и финансовой отчетности, обязательный для посещения грантополучателями.

Управление грантами и ответственность

Сотрудники руководящего звена, включая Исполнительного Директора ФУР, и начальников отделов (Программный Директор, Директор по развитию и связям, Финансовый Директор и Административный Директор) отвечают за успешное осуществление и управление всей программой грантов. Менеджеры проектов и Администратор грантов также принимают активное участие в повседневном управлении проектами. На практике все сотрудники ФУР в той или иной мере участвуют в реализации программы грантов.

Конечной целью ФУР является эффективное управление программами грантов, включая обработку заявок, подготовку грантовых договоров, получение и проверку программных и финансовых отчетов, поездки на места реализации проектов, мониторинг, распространение успешных результатов и другой информации.

Исполнительный Директор ФУР может поручить сотрудникам Программного и Финансового отделов организации координацию и мониторинг процесса осуществления грантовой деятельности по согласованию с Программным и Финансовым директорами.

Кроме того проводятся производственные совещания с целью обсуждения различных вопросов, таких как:

- обработка заявок;
- координация планов посещения сотрудниками мест реализации проектов и проведение программных и финансовых проверок;
- возникающие проблемы и их решения, а также истории успеха, появившиеся в результате поездок на места реализации проектов или ознакомления с квартальными отчетами;
- обсуждение результатов семинаров, конференций, поездок сотрудников.

Роль региональных партнерских центров

Существующие региональные партнерские центры (РПЦ) отвечают за различные аспекты управления проектами, такие как начальная обработка заявок, организация информационных и обучающих семинаров и оказывают содействие в мониторинге выполнения проектов сотрудниками ФУР. Договоры о финансировании, заключаемые между ФУР и Региональным центром, обеспечивают центры необходимыми ресурсами для выполнения той значительной роли, которую они играют в выполнении проектов.

ФУР также проводитнеобходимое обучение сотрудников РПЦ для того, чтобы они могли выполнять свои обязанности в соответствии с требованиями ФУР.

РПЦ представляют в ФУР (Менеджеру проектов и Администратору грантов) отчеты о проделанной работе и финансовые отчеты на ежеквартальной основе.

Догрантовые семинары для грантозаявителей (прегрантовый тренинг)

Грантозаявители могут приглашаться на семинар, посвященный целям и задачам программ ФУР, а также объяснению процедуры прохождения заявок, составлению заявок и критериям отбора заявок. Данные семинары позволяют грантозаявителям подавать качественно подготовленные концепции/заявки. На семинарах грантозаявители также получают информацию о требованиях к отчетности, которым они должны будут следовать в случае присуждения им гранта.

Семинары для грантозаявителей проводятся сотрудниками РПЦ и/или ФУР. В семинарах могут принимать участие сотрудники Программного и Финансового отделов ФУР.

Догрантовая финансовая и программная проверка грантополучателей

Как правило, проводится программная проверка организаций, которые по итогам конкурса Концепций приглашены к участию в конкурсе Заявок. Сотрудники Программного отдела совместно с РПЦ проводят поездки на места, где знакомятся с потенциальным организациями-грантополучателями и проверяют соответствие заявленных мероприятий действительным потребностям организации и территории.

Основываясь на знакомстве с бюджетом Заявки и/или на итогах оценки системы финансового управления в организации (как это указано в Форме заявки) Администратор грантов определяет, есть ли необходимость в догрантовой финансовой проверке потенциального грантополучателя. Если очевидно, что деятельность грантополучателя может быть связана с повышенным риском возникновения проблем с финансовым отчетностью, в этом случае догрантовая проверка может оказаться вполне целесообразной с точки зрения общего управления грантом.

Управление средствами гранта осуществляется как на основе общепринятых бухгалтерских процедур, так и конкретных требований донорской организации. В результате догрантовой проверки, ФУР может выявить, обладает ли потенциальный грантополучатель способностью правильно управлять средствами и своевременно предоставлять необходимую отчетность. В отношении грантополучателей, которым требуется больший внутренний контроль или усовершенствование их системы финансового управления, должен проводиться более интенсивный мониторинг и, если это возможно, им должно быть оказано практическое и техническое содействие с целью устранения этих недостатков.
В процессе догрантовой проверки изучаются следующие показатели возможностей финансового управления и отчетности:

- Образование и предыдущий опыт персонала, отвечающего за финансовое управление и отчетность.
- Адекватность системы бухучета и процедур, наличие должной системы внутреннего контроля.
- Предыдущий опыт отчетности донорам.

- Опыт проведения внешних аудитов в данной организации.
- Надежность банка грантополучателя.

Подобная проверка организационных способностей грантополучателя и возможностей реализации проекта может также быть необходима для определения шансов на успешную деятельность по гранту.

Авансовые выплаты грантополучателям

Авансовые выплаты грантополучателям производятся на основании заполненной грантополучателем *Заявки на аванс*, которая подается каждый квартал вместе с отчетом о расходах за предыдущий квартал. *Заявка* должна, в основном, соответствовать предполагаемым расходам, указанным в заявке, если только не произошло каких-либо изменений в графике работ или в бюджете. Грантополучатель должен приложить дополнительную информацию в случае необходимости каких-либо разъяснений (в случае изменений в графике работ или в бюджете). Однако, такие разъяснения касаются различий в сроках или небольших изменений в закупках или выплатах, а не существенных изменений (которые определены в разделе “Изменения в бюджете”) и которые требуют внесения официальной поправки в бюджет гранта.

Запрос на авансовые выплаты грантополучателям составляется Администратором грантов на основании положительных оценок как Программного отдела (Менеджеров проектов или Программного Директора ФУР), так и Финансового отдела (Администратора грантов или Аудитора). Данное оценка служит доказательством того, что соответствующими сотрудниками была проведена необходимая проверка, и что они вполне удовлетворены деятельностью и отчетностью грантополучателя. Как и в случае с любыми выплатами, Исполнительный Директор ФУР утверждает авансовые выплаты грантополучателям.

В связи с тем, что одной из важных целей грантовой программы является установление и поддержание позитивных и конструктивных отношений с грантополучателями, выплата аванса должна производиться точно в срок. Однако, в тех случаях когда грантополучатель сталкивается с определенными проблемами, связанными с текущей деятельностью, отчетностью или соответствием, авансовые выплаты должны быть задержаны.

ФУР задерживает ежеквартальные авансовые выплаты в следующих случаях:

- Несвоевременное получение квартальных отчетов о проделанной работе и финансовых отчетов.
- Значительное отставание от графика реализации проекта.
- Значительные изменения в направлении проекта или в отношении персонала, происшедшие без предварительного утверждения.
- Нежелание или задержки в выполнении необходимых рекомендаций, касающихсяпрограммного или финансового управления.
- Трудности с банковской системой.

Очевидно, что необходимо стремиться избегать вышеуказанные обстоятельства. Если грантополучатель имеет ясное представление о требованиях ФУР к отчетности и принципам соответствия, задержек с отчетностью можно избежать или, по крайней мере, они могут быть сведены к минимуму.

Как уже указывалось выше, авансовые выплаты производятся на ежеквартальной основе. Но могут быть обстоятельства (продолжающаяся гиперинфляция или проблемы с финансовым управлением и отчетностью грантополучателя) требующие более частых выплат, т.е. ежемесячных. В этом случае финансовая отчетность по таким выплатам также предоставляется на ежемесячной основе.

Все авансовые выплаты грантополучателям производятся в рублях.

Финансовая отчетность грантополучателя

Грантополучатели отчитываются по своим расходам ежеквартально, используя для этого *Форму* включенного в Приложение *Финансового отчета*. Эта *Форма* содержит информацию о расходах за данный квартал, совокупных расходах, сравнение этих расходов с расходами, заложенными в бюджет и сверку разделенных расходов. Отчет составляется в рублях или в долларах США, с использованием обменного курса на квартал, который указывается ФУР грантополучателю в начале квартала. К этому бланку прилагается бланк *Список затрат* (см. Приложение), в который заносятся все расходы по гранту, ксерокопии всех квитанций, чеков, и любых других подтверждающих документов. В *Список затрат* все расходы указываются в рублях. Кроме того, в отчете о проделанной работе и пояснительной записке к *Финансовому отчету*должны быть разъяснены возникающие проблемы с бюджетом, неординарные или крупные расходы, перерасходы и любые другие финансовые трудности. Данные отчеты предоставляются не позднее 10 дней со дня окончания текущего квартала в следующем порядке, например:

Отчет за октябрь, ноябрь, декабрь	-	не позднее 10 января
Отчет за январь, февраль, март	-	не позднее 10 апреля
Отчет за апрель, май, июнь	-	не позднее 10 июля
Отчет за июль, август, сентябрь	-	не позднее 10 октября

(Необходимо иметь в виду, что квартал начинается с первого месяца заключения договора).
Как уже отмечалось выше, финансовый отчет включает в себя информацию о взносе грантополучателя в проект, сделанном либо в виде определенной суммы, либо в натуральной форме (в виде офисного помещения, оборудования или стоимости труда). В финансовом отчете эти данные выражаются в рублях или долларах США и должны быть подробно перечислены в *Списке затрат*. Каждая позиция списка затрат подтверждается копиями первичных документов.

Проверка финансового отчета

Как правило, грантополучатели предоставляют квартальные Программный и Финансовый отчеты ФУР одновременно. Проверка финансового отчета состоит из двух компонентов: 1) проверка наличия всех необходимых сведений,

арифметической правильности, согласованности с предыдущими отчетами, соответствия стандартному формату финансовых отчетов ФУР; и 2) проверка приемлемости расходов путем анализа сведений в списке затрат и документов, подтверждающих произведенные расходы.

С целью исправления ошибок и прояснения причин сомнительных расходов, сотрудники ФУР должны напрямую связаться с грантополучателем и потребовать необходимые документы и подтверждения, относящиеся к этим расходам. Расход является сомнительным в следующих случаях:

- описание расхода в перечне операций не полностью соответствует утвержденным категориям бюджета;
- расход представляется неразрешенным, т.е., либо запрещенным, либо явно не соответствующим ни одной утвержденной бюджетной категории;
- расход не является приемлемым для данного проекта, например, если речь идет о расходе на командировку, что само по себе является разрешенным расходом, но за отчетный период данного проекта такой расход не был запланирован;
- расход явно превышает средний размер затрат на данный тип расхода, что является сигналом для обязательной проверки.

<u>Проверка документов, подтверждающих расходы</u>.

Документы, подтверждающие произведенные расходы, должны отвечать следующим требованиям:

- копии первичных документов должны содержать достаточно подробное описание приобретенного товара или услуги с тем, чтобы не было сомнений в том, что данный расход является разрешенным, а также с тем, чтобы можно было правильно отнести его к соответствующей категории бюджета;

- расходы, вызывающие сомнения, обсуждаются с грантополучателем, причем последний должен быть в состоянии объяснить, какое отношение данный расход имеет к задачам проекта. Так, расход должен быть четко связан с деятельностью по проекту, и быть разумным с точки зрения достижения целей проекта;

- в случаях нетипично высоких расходов, например, оплаты контрактов консультационных услуг или закупка оборудования, грантополучатели должны подтвердить необходимость данных расходов, предоставив дополнительные документы, разъясняющие, почему был выбран именно данный продавец. В некоторых случаях (например, при расходах превышающих 500 долларов США) всегда необходимо получать не мене трех предложений от различных поставщиков товаров и услуг и, как подтверждение, прилагать их к представляемым документам (маркетинговое исследование);

- во всех случаях предоплаты за товары и услуги должны быть представлены предварительно заключенные договоры

Проверка должна также включать в себя достаточно частые выборочные проверки операций по каждому отчету (включая все крупные расходы). Затраты на персонал должны включать в себя правильно и своевременно произведенные налоговые отчисления. Все случаи перерасходов или неординарных расходов должны быть разъяснены грантополучателем в прилагаемом отчете.

Вопросы, касающиеся расхождений или отсутствия необходимых документов должны проясняться в результате телефонного разговора или письма, направляемого грантополучателю.

Проверка квартального программного отчета

Квартальные Программные отчеты предоставляются одновременно с Финансовыми отчетами.

Программные отчеты (отчеты о проделанной работе) имеют очень важное значение для успешной реализации проекта, так как в них описываются выполненные мероприятия, их соответствие рабочему плану, причины невыполнения отдельных мероприятий. Основное внимание в Программном отчете уделяется содержанию проекта, который представляет наибольший интерес для общественности и основных заинтересованных сторон, в том числе и для донорских организаций.

Программный отчет содержит следующую информацию:

1. Краткое описание выполненных мероприятий.
2. Сравнение результатов отчетного периода с задачами, поставленными на этот период.
3. Оценка возможности нанесения ущерба окружающей среде от грантовых мероприятий и способы смягчения этого воздействия
4. Изложение возникших проблем, их возможные решения и предложения по предотвращению возникновения подобных проблем в будущем.
5. Количественные показатели. Например, количество участников семинаров или тренингов, данные по проекту, сведения об обучающих мероприятиях, результаты опросов и т.п.
6. Публикации и другие информационные материалы: копии опубликованных статей и брошюр, текст страничек в Интернете, видео материалы, фотографии и т.п.
7. Деятельность, запланированная на предстоящий квартал.

Менеджер проектов, курирующий грантополучателя, отвечает за проверку квартальных программных отчетов данного грантополучателя. Отчет должен быть получен вовремя, быть законченным и аккуратно составленным. Менеджер должен своевременно и твердо реагировать на незаконченный или не вовремя представленный отчет, а также на любые явные нарушения грантового соглашения. Также, как и в отношении финансовой отчетности, грантополучателям необходимо разъяснять необходимость подачи в установленный срок качественно составленных отчетов.

Послегрантовые семинары для грантозаявителей (постгрантовый тренинг)

В течение первого квартала после начала финансирования проектов или после подписания грантового соглашения ФУР проводит семинары при поддержке РПЦ, обязательные для новых грантополучателей, и посвященные вопросам финансовой и программной отчетности. Координатор проекта и/или руководитель организации-грантополучателя, а также бухгалтер проекта должны обязательно посетить такой семинар.

Целью семинара является четкое разъяснение на конкретных примерах и в форме обсуждения всех вопросов отчетности. Грантовое соглашение (договор пожертвования) может содержать положения, которые ранее были неизвестны большинству грантополучателей. Улучшение качества отчетности выгодно не только ФУР, но и самим грантополучателям, которые укрепят свои позиции как организации в результате усовершенствованного программного и финансового управления проектом.

На семинаре рассматриваются следующие темы:

1. Разъяснение условий и сроков грантовых договоров. Для того, чтобы грантополучатели могли получить ясное представление обо всех условиях и сроках договора, используются примеры.
2. Инструктаж и обсуждение, посвященные составлению квартального программного отчета.
3. Инструктаж и обсуждение, посвященные составлению квартального финансового отчета.
4. Цели и правила составления «историй успеха» по проектам.

Поездки на места реализации проектов, мониторинг и решение вопросов, связанных с отчетностью

Выезды на места реализации проектов являются важной составляющей отношений взаимодействия с грантополучателем. Грантополучатель должен ясно осознавать, что ФУР заинтересован в качественной реализации грантовой деятельности, своевременной отчетности и строгом следовании срокам и условиям грантового соглашения (договора пожертвования). Это впечатление только усиливается от физического присутствия сотрудников ФУР в офисе грантополучателя или на месте реализации их проекта. Грантополучатели должны также быть уверены в том, что ФУР и Региональные партнерские центры готовы наладить с ними обратную связь, помочь советом и предоставить техническое содействие с целью поддержки и обеспечения успешного осуществления проекта. И в этом отношении поездки на места реализации проектов должны стимулировать конструктивное личное общение, в результате которого ФУР не только выполняет задачи мониторинга, но и поддерживает позитивный диалог, способствующий установлению хороших рабочих отношений, развитию потенциала организации грантополучателя.

Поездки на места реализации проектов осуществляются сотрудниками ФУР и сотрудниками РПЦ. В некоторых случаях в поездках на места принимают участие консультанты ФУР и члены Консультативного Комитета.
В результате поездок на места реализации проектов должны быть получены подтверждения того, что:

1. Информация, содержащаяся в квартальных программных и финансовых отчетах достоверна.
2. Осуществление проекта идет в соответствии с рабочим планом и/или в случае возникновения серьезных проблем, задержек или препятствий грантополучатель пытается эффективно и конструктивно решить эти проблемы.
3. Грантополучатель действует в соответствии с условиями и сроками соглашения (договора), включая, в частности, те, которые относятся к надлежащему управлению грантовыми средствами и оборудованием, приобретенным по договору.
4. У ФУР есть возможность лучше понять конкретный проект и вникнуть в детали, которые могут быть не отражены в квартальных отчетах. Такая информация может быть использована ФУР для удовлетворения информационных запросов доноров.

Критерии выявления тех грантополучателей, к которым необходима поездка сотрудников ФУР

ФУР прилагает усилия, чтобы посетить каждый проект дважды – в начале и конце реализации.
Вместе с тем из-за существующих ограничений во времени и средствах, сотрудники ФУР не могут посетить место реализации проекта каждого грантополучателя. И поэтому ФУР применяет следующие критерии для выявления тех грантополучателей, к которым необходимо выехать хотя бы один раз:

1. Получатели крупных грантов со сложными бюджетами или с длительным по времени проектом.
2. Грантополучатели, успешность реализации проектов которых вызывает сомнения у сотрудников ФУР или РПЦ.
3. Грантополучатели, добившиеся крупных успехов или те, которые по роду своей деятельности выполняют необычайно интересную и новаторскую работу. Такие проекты являются источником ценных материалов для распространения.
4. Грантополучатели, с отдаленными местами реализации проектов.

Выезд на место должен проходить скорее в духе оказания помощи, а не давления. Сотрудники и консультанты ФУР должны представлять себе роль ФУР как менеджера грантовой деятельности; им надо подумать, как их приезд может укрепить отношения доверия и партнерства с грантополучателем. Каждая поездка должна проходить в соответствии с основными целями ФУР – содействие развитию муниципальных образований и укрепление гражданского общества. В то же время ФУР должен обеспечивать руководство Программами и контролировать процесс расходования вверенных средств, включая те, которые выделяются грантополучателям для реализации их проектов.

<u>Этапы процедуры выезда на место реализации проекта</u>

1. **Уведомление грантополучателя и планирование поездки**:

Менеджер проектов, курирующий данного грантополучателя, связывается с грантополучателем по электронной почте или телефону. Во время разговора он/она обсуждает цель посещения данного проекта. При этом надо упомянуть причину приезда (плановый или для обсуждения конкретного вопроса), а также договориться о приблизительных сроках поездки. Во время разговора необходимо также назвать тех сотрудников грантополучателя, которые должны будут присутствовать при встрече со специалистами из ФУР или РПЦ. На проектных совещаниях необходимо присутствие Координатора проекта, а при обсуждении финансовых вопросов должен присутствовать Бухгалтер. При необходимости, также приглашаются основные исполнители, соответствующие заказчики или партнеры. Во время разговора надо также упомянуть те документы, которые будут проверяться.

- Перед тем как предпринять поездку, специалист(ы) изучают материалы проекта, касающиеся данного грантополучателя, такие как грантовое соглашение, квартальные отчеты и всю корреспонденцию по проекту.

<u>2. Осуществление поездки на место реализации проекта грантополучателя</u>

Программные вопросы для обсуждения:

- Беседа с Координатором проекта и сотрудниками вместе, либо с каждым в отдельности. Целью такой беседы является обсуждение процесса реализации проекта и запланированной деятельности, а также необходимость получить оценки сотрудников проекта хода выполнения проекта и существующих проблем и трудностей. Необходимо также изучить материалы проекта - публикации, курсы лекций, материалы семинаров.
- Необходимо определить насколько деятельность грантополучателя соответствует условиям грантового соглашения.
- Специалист, выезжающей на место реализации проекта, также предпринимает и местные поездки для проверки деятельности по гранту, например, в заповедники или на предприятия, или посещает тренинги и семинары и основные проектные события (например, конференции по обмену опытом и т.д.).
- Необходимо также встретиться с партнерами грантополучателя:; представителями местных администраций, участвующих в осуществлении проекта, Министерств и предприятий; участниками каких-либо семинаров или курсов; курирующими организациями (в соответствии с планом, включенным в заявку); а также с общественностью, участвующей в проекте.

Финансовые вопросы для обсуждения:

- Беседа с координатором и бухгалтером проекта о сущестующих трудностяхв понимании условий соглашения, касающихся управления финансами и отчетности.

- Необходимо проверить, соблюдаются ли правила раздельного ведения учета для средств разных доноров и собственных средств.
- Необходимо проверить соблюдение целевого использования средств.
- Необходимо проверить образец финансовой отчетности - это особенно касается крупных сумм, покупки оборудования и оплаты услуг консультантов. Прилагаются ли чеки или какие-либо другие подтверждающие документы. Есть ли подтверждения использования конкурсной системы закупок. Необходимо проверить, соблюдает ли грантополучатель другие административные требования к закупке оборудования. Проверке также подлежит местонахождение и использование оборудования, приобретенного на средства гранта.

В случае, если целью поездки является конкретная проблема, этапы проверки могут быть либо углублены, либо расширены. Например, в следующем разделе, посвященном финансовым проверкам и аудиту, речь идет о более детальных финансовых проверках в случаях, когда того требуют обстоятельства.

По окончании посещения данного грантополучателя, с кординатором проекта, руководителем организации и бухгалтером проводится совещание по результатам проверки для обсуждения предварительных выводов. Такое совещание дает проверяющему и исполнителям возможность прояснить все возможные недопонимания или неверные выводы до составления отчета о результатах поездки.

1. **Подготовка отчета о поездке и последующие действия**:

Отчет о выезде на место реализации проекта готовится в произвольной форме. В отчете содержится вся необходимая подготовительная информация, касающаяся поездки: дата выезда, ФИО проверяющего сотрудника, имена и должности сотрудников грантополучателя, с которыми были проведены обсуждения и совещания, краткое изложение выводов и рекомендации. Если имеются примеры историй успеха или крупных достижений - это также должно быть отражено в отчете. В случае, когда требуется дополнительное расследование, необходимо принять решение о возможности повторного выезда до составления отчета о поездке. Например, если на место выезжает программный специалист, не являющийся сотрудником финансового отдела, и обнаруживает вероятные финансовые проблемы, которые требуют более углубленной финансовой проверки, рекомендации по устранению данной проблемы могут быть сделаны только после этой проверки.

- В случае запроса «плана действий» по устранению выявленных в ходе поездки на место недостатков, грантополучатель должен прислать ответ в течение разумного срока. Затем план действий рецензируется и утверждается Программным Директором ФУР (если это программные вопросы) или Финансовым Директором ФУР (если это финансовые вопросы). Необходимо определить наиболее целесообразный метод мониторинга осуществления данного плана. Если ежеквартальные отчеты могут служить подтверждением осуществления данного плана - это может быть простейшим решением.
- В тех случаях когда возникают серьезные проблемы и при этом грантополучатель не предпринимает должных действий для их устранения,

приходится прибегать к установлению приостановке или прекращению грантового соглашения.

Приостановка или прекращение грантового соглашения:

В тех случаях, когда несмотря на оказанную помощь, не удается решить серьезные проблемы, связанные с реализацией проекта грантополучателем, ФУР может предпринять шаги в направлении досрочного прекращения гранта. На первом этапе грантополучатель может продолжать получать средства и выполнять работу по проекту, но при этом будет проводиться тщательный мониторинг с тем, чтобы убедиться в том, что грантополучателем принимаются меры по исправлению существующего положения. ***Приостановка договора*** является следующим шагом в направлении прекращения договора и означает прекращение финансирования до принятия мер по исправлению существующего положения. ***Прекращение договора*** применяется в тех случаях, когда исчерпаны все возможные пути решения проблемы. Перед прекращением договора Исполнительный Директор ФУР излагает основные причины прекращения договора и проводит по этому поводу консультации организацией-донором.

Значительные изменения в проекте

Сложности или проблемы вне контроля грантополучателя

В том случае, когда грантополучатель не может завершить проект по причинам, находящимся вне контроля грантополучателя, ФУР старается достичь договоренности с грантополучателем об изменении договора, досрочном прекращении договора и сокращении финансирования или продления сроков работ.

Замена Координатора проекта грантополучателя

В тех случаях, когда координатор проекта (как правило, это человек, который задумал и предложил этот проект) покидает организацию-грантополучатель, эта организация должна убедить ФУР в возможности успешного продолжения проекта. ФУР проверяет квалификацию нового координатора, предложенного грантополучателем.

Изменения в рабочем плане

Согласно грантового соглашения, все изменения, вносимые в рабочий план, должны утверждаться ФУР. Обычно ФУР требует официальное изменение рабочего плана только в том случае, когда это изменение оказывает существенное влияние на цели проекта. В этом случае грантополучатель присылает письмо-запрос о продлении сроков и изменении рабочего плана.

Финансовая проверка и аудит

Так же как и при выездах на места реализации проектов, финансовые проверки проводятся в офисе грантополучателя. Однако, во время финансовой проверки основное внимание уделяется принципам и процедурам управления финансами, системе внутреннего контроля и учету и отчетности по расходам. Финансовые проверки проводятся Администратором грантов, Финансовым директором, , Аудитором грантов или , при необходимости, другими сотрудниками финансового отдела ФУР. Финансовые проверки проводятся только в случае необходимости серьезного улучшения процедур управления финансами и отчетности грантополучателя.

Когда необходима финансовая проверка?

1. Необходимость в финансовой проверке может возникнуть в результате обычного выезда Менеджера проектов или Программного директора на место реализации проекта при обнаружении серьезных финансовых проблем. Но сотрудник, выезжающий на место, может не обладать необходимой квалификацией для того, чтобы правильно оценить ситуацию и предоставить конкретные рекомендации по системе бухучета и финансовым процедурам.

2. Если грантополучатель испытывает явные трудности с управлением финансами и финансовой отчетностью (это выявляется при анализе квартального финансового отчета) это тоже требует проведения финансовой проверки.

Конечной целью финансовой проверки является оказание помощи грантополучателю в умении правильно управлять финансами гранта, включая процедуры бухучета, что позволит грантополучателю правильно составлять квартальные финансовые отчеты.

Финансовая проверка включает в себя некоторые или все нижеприведенные компоненты (как и при обычном выезде на место реализации проекта):

- Необходимо проверить, соблюдаются ли правила раздельного ведения учета для средств разных доноров и собственных средств.
- Необходимо проверить соблюдение целевого использования средств.
- Необходимо проверить образец финансовой отчетности - это особенно касается крупных сумм, покупки оборудования и оплаты услуг консультантов. Прилагаются ли чеки или какие-либо другие подтверждающие документы. Есть ли подтверждения использования конкурсной системы закупок. Необходимо проверить, соблюдает ли грантополучатель другие административные требования к закупке оборудования. Проверке также подлежит местонахождение и использование оборудования, приобретенного на средства гранта.

В дополнение к вышеизложенным этапам финансовой проверки, которая проводится при обычном выезде на место, может возникнуть необходимость предпринять дополнительные шаги, в зависимости от характера проверки. Эти шаги могут включать в себя:

- Проверку выплат персоналу, включая проверку, которая бы подтверждала, что сотрудники, оплачиваемые из средств проекта, действительно работают на

данном проекте. Проверка правильности начисления и выплат всех видов налогов и отчислений во внебюджетные фонды. Проверка правильности учета рабочего времени по проектам. Проверка приемлемости выплат консультантам и наличия практических результатов работы консультантов.

- Проверка выплат с целью удостовериться, что расходы по проекту оплачиваются только одним донором и что чеки и все другие подтверждающие документы используются только один раз.
- Проверка правильности работы с наличными деньгами (рекомендуется использование метода подотчетных сумм). Правильно ли подводятся балансы?
- Проверка сверок операций по банковскому счету и проверка регулярности сверок средств организации, находящихся в банке и зафиксированных в документации и выписок из банка, а также проверка того факта, что такие сверки проверяются ответственным сотрудником организации.
- Проверка правильности ведения инвентаризации материалов. Под контролем материалов обычно подразумевается надежное хранение, разрешение на выдачу и проводимая время от времени физическая инвентаризация (которая, в идеале, сверяется с инвентарной ведомостью).
- Проверка командировочных расходов (в случае, если они достаточно значительны) для того, чтобы удостовериться в том, что политика данной организации в отношении командировок верна, также как и отчетность по авансам на командировки и командировочные расходы.

Эти и, возможно, другие методы проверки позволяют проверяющему выявлять слабости в политике, системах и процедурах грантополучателей, которые препятствуют выполнение грантополучателем условий договора (правильное управление средствами гранта и точная и своевременная отчетность по использованию этих средств).

При проведении финансовой проверки используются те же подходы и способы общения с грантополучателем, что и во время выездов на места реализации проекта. Этапы финансовой проверки, включающие в себя подготовку отчетов, получение утверждений, рекомендаций и планов действий должны осуществляться в том же формате, что был упомянут выше при описании выездов на места. Как уже говорилось выше, все общение должно быть конструктивным и проходить в духе оказания грантополучателю такой технической помощи, которая бы способствовала повышению эффективности работы грантополучателя.

Внешние аудиты:

Проведение профессионального внешнего аудита достаточно полезно как для ФУР, так и для грантополучателя.

ФУР приветствует проведение внешних аудитов. Польза от таких аудитов заключается не только в том, что они дают возможность убедиться в том, что средства Программ используются должным образом, но и в том, что в результате рекомендаций, полученных в процессе аудита, происходит неизбежное усиления системы административного и финансового управления грантополучателя.

По возможности, сотрудники ФУР контролируют реализацию рекомендаций/исправлений, предложенных аудиторами в части, касающейся

средств гранта. С точки зрения развития и роста организации, ежегодные аудиты баланса свидетельствуют о зрелости и прозрачности данной организации.

Внутренняя и внешняя отчетность ФУР по грантовой деятельности

Процедуры отчетности

Процедура отчетности основана на системе квартальных отчетов грантополучателей, которые представляются в ФУР

Внутренняя отчетность

В ФУР регулярно проводятся производственные совещания сотрудников, непосредственно работающих с грантами. На этих совещаниях обсуждаются вопросы управления грантами и происходит обмен информацией. Результаты этих совещаний обсуждаются на общих собраниях сотрудников, которые проводятся раз в неделю для координации работы и обмена информацией. На общих собраниях происходит деловое общение между теми, кто непосредственно работает с грантами и другими сотрудниками.

Внешняя отчетность

ФУР предоставляет квартальный отчет донорским организациям в соответствии с правилами отчетности, принятыми донорскими организациями.

Содержание квартального отчета

Формат квартального отчета сходен с форматом Годового рабочего плана и поэтому задачи, цели и мероприятия этих двух документов совпадают между собой.

Квартальный отчет содержит, как минимум, следующую информацию:

1. Описание результатов и влияния Программы за отчетный период.
2. Количество и вид присужденных грантов, а также размер, месторасположение, название организации и название проекта.
3. Количество и виды завершенных и прекращенных грантов с такой же информацией как и в пункте 2.
4. Сумма средств, выплаченных грантополучателям в течение квартала.
5. Обзор деятельности сотрудников ФУР, связанной с мониторингом, включая поездки на места реализации проектов (включая подробное описание посещаемого места и т.п.) и в РПЦ.
6. Обучающие мероприятия, проведенные ФУР или РПЦ.
7. Итоги значительных (и обычно официальных) совещаний, таких как совещания Консультативного Комитета и встречи с представителями донорских организаций.
8. Механизмы распространения информации, такие как сайт в Интернете и т.п.
9. Перечень важных мероприятий финансируемых Программой, такие как семинары, тренинги, совещания и т.п.

10. Описание крупных проблем, возникших как у грантополучателя, так и у проекта с планом по их устранению.
11. График выездов на места реализации проектов на предстоящий квартал и перечень возможных значительных мероприятий.
12. Любая другая информация, которая важна по мнению ФУР или донора.

Изменение и исправления бюджета

Те случаи, когда часто требуется пересматривать бюджет, могут указывать на тот факт, что при составлении первоначального бюджета не все заложенные расходы были достаточно тщательно продуманы, что привело к составлению неадекватного бюджета. Однако, в некоторых случаях необходимость внесения исправлений связана с изменениями в рабочем плана или с непредвиденными значительными изменениями общей финансовой ситуации, наступившими после составления бюджета.

В связи с этим, в стандартный договор были включены следующие положения о внесении изменений в бюджет:

Грантополучатели могут перемещать суммы из одной бюджетной категории в другую, если того требуют цели и задачи, изложенные в Описании проекта и в Рабочем плане. Однако, перед тем, как внести такие изменения в утвержденный бюджет грантополучателю необходимо получить утверждение ФУР:

1. Изменение объема работ или задач проекта.
2. Заключение контрактов на работы по Соглашению, при том, что такие контракты не были предусмотрены утвержденным бюджетом.
3. Перенесение средств из любой бюджетной категории в категории “Оборудование”, “Персонал” или в какую-либо новую бюджетную категорию.
4. Внесение изменений в перечень оборудования, которое запланировано закупить (категория “Оборудование”, оборудование стоимостью 500 долларов США или более).
5. Перемещение, из одной бюджетной категории в другую, средств превышающих 10% или более от общей суммы каждой бюджетной категории договора.

Сотрудники Финансового отдела должны стараться предусмотреть возникновение необходимости изменения бюджета. Информация, содержащаяся в квартальных программных и финансовых отчетах, а также полученная в результате выездов на места реализации проектов, может свидетельствовать о необходимости перераспределения средств проекта с целью наилучшего выполнения задач проекта.

Заключительная оценка и процедура закрытия

Процедура закрытия грантового соглашения включает в себя ряд этапов, а также заключительную оценку каждого вида деятельности по проекту.

Заключительная оценка

Заключительная оценка дается каждому проекту. Такая оценка проводится в виде независимой оценки сотрудниками ФУР, с привлечением консультантов или сотрудников РПЦ для определения того положительного влияния, которое проект оказал на получателя гранта, а также любых других успехов проекта. Вид проверки зависит от уровня финансирования и характера грантовой деятельности. Для ее проведения используются такие методические подходы как анкетирование, интервью и изучение результатов проекта. Менеджеры проектов координируют процесс оценки и отвечают за получение отчета о заключительной оценке. Данный отчет используется как один из источников информации для подготовки одностраничного краткого изложения содержания проекта по каждому завершенному проекту.

Проверка выполнения требований гранта

Сотрудники ФУР, отвечающие за проверку программных и финансовых отчетов, проводят регулярные совещания, в ходе которых они анализируют результаты выполнения каждого проекта.

Сотрудники отчитываются о состоянии данного гранта и подтверждают, что получены и проверены следующие материалы:

- все программные отчеты на данный момент;
- все финансовые отчеты на данный момент;

В случае отсутствия необходимой информации или проблем с реализацией проекта, ФУР необходимо связаться с грантополучателем и запросить недостающие отчеты и/или решения по всем проблемам, связанным как с программой, так и с управлением бюджетом.

На этом этапе устанавливаются окончательные сроки и условия проведения независимой оценки на основе консультаций с РПЦ и грантополучателем.

Проекты, не укладывающиеся в сроки выполнения

Проекты, которые отстают от установленного графика, должны рассматриваться как кандидаты на беззатратное продление. В этом случае ФУР принимает решение о продлении срока действия Соглашения (договора) грантополучателя с тем, чтобы предоставить ему дополнительное время для завершения проекта. Это делается после того, как становится ясно, что грантополучатель не укладывается в установленные временные рамки. Продление не разрешается в том случае, когда у ФУР имеются серьезные сомнения относительно неспособности грантополучателя завершить данный проект. В некоторых случаях наиболее правильным является решение о досрочном завершении проекта и возврате в ФУР неизрасходованных средств.

Грантополучатели запрашивают, в письменном виде, разрешение на продление срока проекта у Исполнительного Директора ФУР и объясняет причины необходимости в предоставлении дополнительного времени и причины отставания

проекта от графика. Ни при каких обстоятельствах проект не может быть продлен на такой срок, при котором у ФУР не будет достаточного времени для завершения процедуры закрытия, включающей в себя проверку всех отчетов и проведение заключительной оценки.

Средства, неизрасходованные к концу проекта

Тем грантополучателям, которые удовлетворительно завершают свои проекты, может быть разрешено предложить последующие действия по своему проекту с целью расходования оставшихся средств. Бюджет и предлагаемая деятельность могут быть включены как условия в первоначальный договор в виде Приложения (подписанного Исполнительным Директором ФУР). По окончании проекта ФУР может запросить оставшиеся неизрасходованными средства.

Закрытие файла гранта

Грант считается официально закрытым, когда все отчеты, включая заключительный отчет, предоставляемый организацией-грантополучателем, а также отчет о заключительной оценке проекта (где это применимо) включаются в файлы ФУР. В случае проведения аудита программы, файлы гранта будут проверяться внешними аудиторамиили донорами. Файлы гранта включают в себя, как минимум, следующие документы:

- Подписанное грантовое соглашение (договор).
- Переписка между ФУР и грантополучателем, особенно касающаяся вопросов, возникших во время выездов сотрудников ФУР на места и во время проверки отчетов.
- Все требуемые отчеты и документы, указанные в грантовом соглашении.
- Все отчеты по результатам поездок и отчет по заключительной оценке.
- Другая переписка, имеющая отношение к проекту.

Закрытые файлы гранта должны содержать опись документов, подписанную сотрудниками ФУР и удостоверяющую факт завершения проекта и наличие всех заключительных отчетов.

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ROUND I

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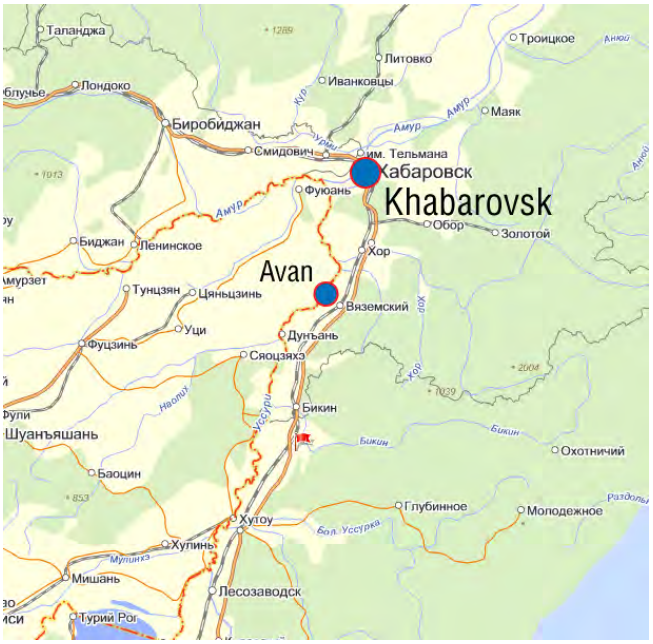
CDSP-ICT-01.
Heat Saving in Avan School

Requested amount $13 000
Grantee and other contributions $12 202
Total cost $25 202



Vyazemsky Municipality in Khabarovsk Krai has a population of 6,400. The settlement of Avon located in this municipality has 786 residents. 164 children attend the local school.

Community problems addressed by the Project:

1. Heat preservation and provision of comfortable conditions in the school;
2. Protection from severe weather conditions and aggressive external environment;
3. Noise insulation;
4. Absence of environmentally friendly windows;
5. Safety and health improvement for teachers and students;
6. Saving school budget funds intended for heat and electricity.

Project summary:

The project was aimed at improving conditions in the school of Avan settlement for 120 students and 39 teachers and technical staff. Grant funds were used for installing 15 new windows. The administration of Vyazemsky Raion donated an additional 4 million rubles to the grant amount of 400,000 rubles ($13,000) for replacing all the other windows in the school building. Thanks to the new modern energy-efficient windows that have replaced the old wooden ones, the temperature in the school is now from 6 to 10 degrees higher. Illumination has improved, the rooms can be aired and the level of noise protection has increased. This has resulted in a lower illness rate among students and teachers and also allows saving considerable municipal funds spent for heat and power. Project activities included a contest for the best energy-saving mini projects among older students. Project information was placed on the websites of the school and the municipality.

Project results:

1. 15 new windows were installed. The administration of Vyazemsky Raion donated an additional 4 million rubles to the grant amount of 400,000 rubles ($13,000) for replacing all the other windows in the school building.
2. The amount of coal burnt at the central boiler plant in the settlement decreased by 25 t/month, which allowes saving from 200,000 to 210,000 rubles during the heating season;
3. High degree of protection from exhaust gas, street dust and boiler plant smoke.

Contact person:
Margarita Redkina, teacher at Avan school

Contact information:
9 Shkolnaya St., Avan, Vyazemsky Raion, Khabarovsk Krai
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Organization:

Title	Category	Profile
Avan Middle School	Municipal	Educational activities

Duration (months) 6 **Start date** 01.12.2011 **End date** 31.05.2012

#CDSP-ICT-02.
Improvement of recreation facilities for youth and other community members in Mukhen Settlement

Requested amount $12 953
Grantee and other contributions $33 616
Total cost $46 569

Mukhen is an urban settlement in Lazovsky Raion, Khabarovsk Krai, with a population of 4,619 located in the southern part of the region to the northwest of the raion capital Pereyaslavka.

Community problems addressed by the Project:
High incidence of diseases and poor attendance of the cultural center by community members; high heat energy consumption for heating the gym, vestibule, and study rooms; lack of adequate exchange of information on citizen initiatives in communities of Khabarovsk and Primorsky regions.

Project summary:
Replacement of 15 old stained glass windows on the façade of the LAD Cultural Center in Mukhen with multiple glass-plastic units instead of the planned 10. The local Culture Department increased co-funding by over 100,000 rubles. Volunteers and own municipal resources were used for subsequent repair work after the replacement of the windows. ICT were used to address community issues by involving activists from Lazo, Vyazemsky, Khabarovsky, Bikinsky and other raions.

Project results:
1. Attendance to the Cultural Center by children, youth and adult community members grew by 20%;
2. Annual municipal power costs decreased by 6,380 rub.;
3. Energy consumed for heating the study and reading rooms at the Children's Library decreased by 18 Gcal or by 28,089 rubles per heating season.

Contact person:
Svetlana Fefelova, director

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Organization:

Title	Category	Profile
Sodruzhestvo, an independent non-profit civic initiatives organization, Mukhen	Non-profit	Integration of the efforts and resources of NGOs, government and businesses for implementing civic initiatives aimed at addressing community issues.

Duration (months) 7 **Start date** 01.03.2012 **End date** 30.09.2012

#CDSP-ICT-04.
Green Power Engineering at Terneiles

Requested amount $11 000
Grantee and other contributions $7 600
Total cost $18 600

Plastun is the largest settlement in Terneisky Raion, the most northern and largest in Primorsky Krai.

Community problems addressed by the Project:
Lack of information about the practical utilization of energy-efficiency technologies. Terneiles, an open joint-stock company, has been using such technologies for over 30 years. The company's central boiler plant that burns wood waste provides heating for local residential and industrial buildings. In 2009, it installed a US made boiler plant that not only heats the wood veneer factory, but also has a substantial reserve for heating the settlement and generating electricity for the company.

Project summary:
Grant funds were used for opening an *Energy-Efficiency Technologies Museum* in the middle school of Ternei settlement. A a virtual museum *Terneiles Energy-Efficiency Technologies* was created on the websites of the Charitable Fund for Northern Primorye Development and the local school; and a conference on this subject was held for local high school students. Six articles about project activities were printed in the raion newspaper *Vestnik Terneya* and the public newspaper *Plastunsky Vestnik*. High school students were trained to use a new computer program Microsoft Office Visio. Their drawings prepared with the use of this program served as the basis for setting up the school museum. During the preparation of the museum, old luminescent lams were replaced with energy-efficient ones. This work was joined by students from the Experiment Study Group who assembled 10 such lamps using a prototype. As a result, schoolchildren have acquired useful practical skills and the future museum was provided with new lamps. In the process of acquiring new ICT knowledge, project participants created 11 versions of the Energy-Efficiency Booklet. The best works were submitted for an international contest. The project made it possible to involve youth in learning new ICT and increase awareness of the broad public about modern energy-saving technologies. It also promotes the dissemination of successful experience of non-waste production; advertises new vocations; and promotes the development of technical creativity in students.

Project results:

1. A real museum with a scale model of Terneiles industrial facilities demonstrating energy-efficiency technologies used by this company was created by local schoolchildren.
2. The building of the museum itself serves as an example of energy-efficiency in residential and non-residential buildings – it has new windows that prevent heat loss, energy-saving lamps and new hot water heating radiators that save heat.
3. Not only schoolchildren took part in the project, but volunteers from local business firms as well.
4. Increased awareness of Plastun community about energy saving in residential and industrial buildings.

Contact person:
Olga Tremasova, chairperson of the Board

Contact information:
13 Lermontova St., # 3, Plastun, Terneisky Raion, Primorsky Krai 692152
Tel. 8 (42374) 34030 tremasova@mail.ru

Organization:

Title	Category	Profile
Charitable Fund for Northern Primorye Development	Non-profit	Mission: Increase the level of comfort in communities where the Fund operates, protect the environment and wild nature, promote education, science, culture and art, and support the spiritual development of the personality.

Duration (months) 7 **Start date** 01.12.2011 **End date** 30.06.2012

#CDSP-ICT-06.
Creating comfortable conditions for education and development with the use of ICT

Requested amount $13 000
Grantee and other contributions $3 800
Total cost $16 800

The rural settlement of Topolevo is located in Khabarovsky Raion, Khabarovsk Krai, in close proximity to the regional capital and has a population of 4,400. The middle school in Topolevo is a general education establishment aimed at forming responsible citizens, adapting students to life in society and instilling in them respect for human rights and freedoms and an appreciation for their country and people around them. There are 45 teachers, 20 assistant staff members and 360 children in the school, of whom 79 are inmates of the local orphanage.

Community problems addressed by the Project:

1. Increased incidence of chronic respiratory illnesses among schoolchildren.
2. High level of noise and air pollution in the school which is located near a traffic intersection.
3. Uneven distribution of heat in the classrooms due to flaws in the design of the school building.
4. Disinterested attitudes toward energy-saving in the community.

Project summary:
Replacement of 15 old windows and installation of 3 noise-insulating doors at emergency exists. Preparation of materials for publication in the media: 3 for Topolevo radio station, 3 for the raion newspaper *Selskaya nov* and 2 for local television. Project information was placed on the school's internet site. Two webinars and 1 drawings contest were conducted on the subject of energy-efficiency.

Project results:
Increased level of knowledge about ICT among the pupils and a greater interest of community members in the use of energy-saving technologies. Improved conditions in the school: decreased noise and pollution levels in the school and smaller incidence of respiratory illnesses.

Contact person:
Olga Kirilkina, school principal

Contact information:

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Tel. 8 (4212) 49-64-54, topolevo-sp@mail.ru

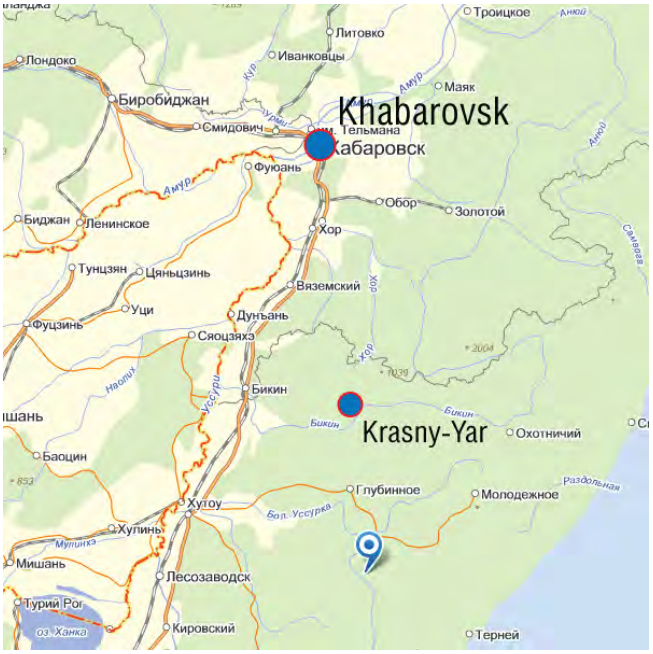
Organization:

Title	Category	Profile
Topolevo middle school	Government	Education activities

Duration (months)	8	**Start date**	01.02.2012	**End date**	30.09.2012

#CDSP-ICT-12.
Independent solar battery power supply for the checkpoint of anti-poaching teams in Krasnyi Yar

Requested amount $9 000
Grantee and other contributions $6 684
Total cost $15 684



The *Tiger* territorial neighborhood community of small indigenous peoples in the settlement of Krasnyi Yar, Pozharsky Raion, consists of 3,000 residents involved in traditional nature management.

Community problems addressed by the Project:

The existing checkpoint lacked an independent power supply system needed for around-the-clock activities of local anti-poacher teams in the area of traditional nature management of small indigenous peoples in the watershed of Bikin River. The installation of such a system helps control poachers and protect this cedar and broadleaf woodland, which is the habitat of the Amur tiger, from deforestation.

Project summary:

1. A checkpoint was built near the road by which illegally harvested forest products are transported. This will increase the efficiency of anti-poaching teams in the *Tiger* community. An independent energy supply system with solar batteries was purchased and installed in the house built by the project. This system, which provides around-the-clock supply of electricity for household and other needs (such as charging the batteries of photo and video devices, walkie-talkie sets and GHS navigators), made it possible to improve the working conditions of rangers and anti-poaching teams. It saves time and resources that would otherwise be spent for delivering fuel for generators and stoves.
2. Project information was broadly disseminated both in the region and beyond it to promote replication, since independent power supply systems in conditions of poorly developed roads and remoteness of settlements in the Russian Far East and Siberia may be quite useful for many communities

Project results:

1. Improved working conditions and efficiency of anti-poaching teams made up of Krasnyi Yar residents. There is no longer a need in regular deliveries of firewood and fuel. Illegal tree felling

for firewood has been checked. Poachers usually act during darkness, but thanks to around-the-clock illumination, it is now possible to draw up reports and record violations with the use of photographic and video equipment.

2. Information about project results was conveyed to tourist camps, bee yards, small farms, remote settlements, social institutions, checkpoints of the Ministry of Interior, etc.

Contact person:
Yevgeny Lepeshkin, project coordinator, WWF Amur Branch

Contact information:
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Tel: 318617; fax: 37665, olipka@wwf.ru

Organization:

Title	Category	Profile
Tiger, a territorial neighborhood community of small indigenous peoples	Non-profit	Preservation of a traditional living environment for local cultural development and sustainable nature management. Hunting and harvesting food and medicinal plant resources. Provision of services for environmental and ethnographic tourism.

Duration (months)	8	**Start date**	01.02.2012	**End date**	30.09.2012

#CDSP-ICT-07.
From energy-efficiency to development (transition to alternative sources of energy)

Requested amount $10 000
Grantee and other contributions $8 000
Total cost $18 000

The city of Shelekhov and Shelekhovsky Raion with a combined population of 49,200 are situated in the south of Irkutsk Oblast in the valley of the rivers Irkutsk and Olkha at a distance of 17 km from the regional capital. Problems related to the systematic growth of energy prices and interruptions in energy supply, as well as high heat losses and low capacity of heating devices, especially in children's institutions, may be resolved by reducing heat losses and shifting to modern alternative energy sources.

Community problems addressed by the Project:

1. High cost of energy and heat supply for social (children's) institutions of the raion in conditions of inadequate funding, high heat losses (90% equipment deterioration) and ineffective heat output of heating devices;
2. Frequent interruptions of hot water supply prevent normal operation and lead to systematic closures of the kindergarten and worsen conditions for the children attending it;
3. Poorly developed normative and legal framework regulating energy savings reinvestment into community development programs in social institutions;
4. Only a few pre-school institutions in the city practice energy and heat saving and even this experience is not promoted and, in general, ICT are hardly used to increase public awareness about energy-efficiency.

Project summary:

The installation of a system of solar water heating (by the number of sunny days Irkutsk Oblast matches Crimea and Northern Caucasus – the annual number of sunshine hours in the southern areas of the region reaches 2500) will solve the problem of independent hot water supply to the kindergarten's kitchen and will ensure the permanent operation of this institution. ICT will be used to advertise project results with the aim of replicating experience in both Shelekhov and its raion and also in other areas of the region. Information about best energy-efficiency practices will be disseminated through the media, the internet site of the local administration and at the advanced education course for educators (the kindergarten is the pilot site of Irkutsk Teachers' Advanced Training Institute). A presentation on the benefits of energy-efficiency and project activities will be made in the course of an online seminar for local high school students and placed on the sites of

these organizations. This will increase public awareness and competence regarding the efficient use of energy resources and the dissemination of modern energy supply technologies.

Project results:

1. The installed Universal Solar Water Heating System guarantees the uninterrupted work of the kindergarten's kitchen, which helps improve the health of over 200 children and adult employees;
2. Reduction by 30% of the kindergarten's hot water costs (90,000 rubles a year), since 350 m3 of consumed hot water is now heated by solar water heaters (by the number of sunny days Irkutsk Oblast matches Crimea and Northern Caucasus – the annual number of sunshine hours in the southern areas of the region reaches 2500);
3. Reinvestment of energy savings into other energy-efficiency activities in other parts of the kindergarten;
4. Introduction of ICT to facilitate a broad dissemination of information about the achieved energy savings and efficient utilization of energy resources based on alternative energy sources (best energy-efficiency practices were disseminated through the media (2 articles in the local press, the internet site of Shelekhov Raion Administration and seminars);
5. Increased level of knowledge of the staff of educational institutions after information about best energy-efficiency practices was presented to 30 regional educators at seminars and courses at Irkutsk Teacher's Advanced Training Institute (the Alyonka Kindergarten is the training base of Irkutsk Teacher's Institute).

Contact person:

Alena Suvorova, director of Kindergarten # 14

Contact information:

7 Section 7, Shelekhov, Irkutsk Oblast 666034
Tel. 8 (395 10) 4 58 64, fax 8 (395 10) 4 58 11 (for A. Suvorova), e-mail alenas9@yandex.ru

Organization:

Title	Category	Profile
Kindergarten # 14	Municipal o	Education and development for pre-school children.

Duration (months) 11 **Start date** 01.12.2011 **End date** 30.11.2012

#CDSP-ICT-08.
Replacement of incandescent lamps with light-emitting diodes in Lake Baikal shoreline villages (with the use of ICT to promote public participation and dissemination of experience)

Requested amount $11 800
Grantee and other contributions $12 000
Total cost $23 800

The rural settlement of Turkinskoye with a population of 3,000 is located in Pribaikalsky Raion in the Republic of Buryatia at a distance of 180 km from Ulan-Ude on the eastern shore of Lake Baikal. Starting from 2008, the federal project of establishing the Baikal Harbor Tourist and Recreation Special Economic Zone (TR SEZ) is being implemented in this area. Energy-efficiency development is an important means of improving both the quality of life of local residents and the natural environment of the region, as well as an incentive for involving investors, residents of the zone, in addressing local energy supply issues.

Community problems addressed by the Project:

1. High cost of energy for schools located in rural settlements on the shoreline of Lake Baikal due to the use of obsolete and deteriorated power equipment, including incandescent lamps, and scarce material and technical infrastructures;
2. Need to shift to the use of energy-efficient lighting equipment, which is already being done in the country under the New Light Federal Project;
3. Lack of an energy-savings reinvestment mechanism through which funds will be channeled to municipal social programs on the basis of a Social Contract concluded in 2010 among the local administration, NGOs and businesses and with the use of funds provided by investors in the TR SEZ;
4. Low quality power networks operating in rural areas;
5. Health issues of schoolchildren, such as vision disorders;
6. Inadequate use of ICT for increasing public awareness and involvement in addressing energy-saving and other community issues.

Project summary:
Installation of light-emitting diodes in School # 1 in Turka, where the Baikal Harbor Tourist and Recreation Special Economic Zone (TR SEZ) is being set up. Replication the experience of this pilot project to other lakeshore settlements of the region. The project involves a reinvestment of energy savings into social programs in the community. To replicate best project practices and involve local residents in exchanging information and discussing and addressing energy and environmental issues, the following ICT will be used: the new public newspaper *Podlemorye* and its internet version with a forum on regional energy-efficiency initiatives in Baikal Region; an online newsletter on energy-efficiency; and community newspapers. Other mechanisms developed in the course of previous projects will also be used, such as the Social Contract of Pribaikalsky Raion government, businesses and NGOs that is being implemented since 2010; public advisory councils at relevant agencies of Buryatia; and contests of social projects in communities. To summarize the project, a final information and training webinar will be conducted with the participation of local officials, community members, owners of small ecobusinesses located on Baikal lakeshore and residents - TR SEZ investors. All information materials will be sent to FSD for placement on its portal and electronic journal.

Project results:
1. In School # 1 in Turka, in less illuminated classrooms facing north, 100 new light-emitting diode lamps were installed in accordance with GOST standards;
2. The quality of illumination in the school rooms was improved, which helped create more healthy conditions for the students and teachers and improve the working conditions of the latter;
3. The amount of waste was decreased due to the greater longevity (by 10 times) of the new lamps, thus also easing the burden on the environment.
4. Energy savings amount to 16,632 kW/h a year ($2,500), thus providing resources for co-funding a contest of social projects aimed at promoting energy-efficiency projects and improving the health and quality of life in the community;
5. Additional funding was also received from the local Education Department for other energy-efficiency activities in the school, such as installing air curtains at the doors;
6. ICT were broadly used for promoting public participation in addressing community issues: a poll among at least 600 users was conducted to identify priority energy-efficiency areas and disseminate information, as well as a seminar for the public with recommendations for the raion and regional energy-saving programs based on replicating best practices and results at institutions funded from local budgets and located on the Baikal lakeshore (UNESCO World Heritage Site);
7. Three issues of a new public newspaper *Podlemorye* were printed covering the priority energy and environmental problems of the littoral zone of Lake Baikal;
8. Information about the project and the importance of energy-efficiency was disseminated with the use of ICT and a series of regional events: the digital media and websites – of the Podlemorye Public Association pomors@googlegroups.com, http://podlemorie.infol the interregional site http://ecodelo.org, FSD electronic journal and seminars – FSD webinar on energy-efficiency, workshops on issues facing small indigenous peoples of the Arctic in Baikal Region and a meeting of the working group for developing Russian-American Eco NGO Cooperation Program (RAPSIGO) during the visit of Buryatia president Nagovitsyn to the project site in Turka.

Contact person:
Andrei Suknev, director of A.Y.Suknev Private Enterprise

Contact information:
9 Nakhimova Pereulok, # 2, Ulan-Ude
Tel. 8 (3012) 642678

Organization:

Title	Category	Profile
A.Y.Suknev Private Enterprise	Business	Ecobusiness and publishing activities, support to environmental civic initiatives development projects in the following areas: social protection, youth policy, child development programs, environmental protection and culture; urban landscaping; creative and sports activities for children.

Duration (months)	7	**Start date**	01.12.2011	**End date**	30.06.2012

#CDSP-ICT- 09.
Automation of energy resources metering devices in Svirsk social institutions

Requested amount $8 965
Grantee and other contributions $17 105
Total cost $26 070

The city of Svirsk with a population of 14,700 is located in Irkutsk Oblast on the left bank of Angara River. The Svirsk Charitable Community Development Fund (founded in 2007) together with the local administration and the community have identified as one of the key issues the high cost of energy consumption due to the lack of automated metering devices, This, in turn, leads to excess payments for energy and increases time spent for eliminating failures in the city's utilities system.

Community problems addressed by the Project:

1. Difference between billed and actual energy consumption in social institutions and households;
2. Lack of a computer system for recording and monitoring energy consumption that leads to excess payments for consumed energy and also increases the time of warning and eliminating emergencies in the city, which is fraught with risks for social institutions especially children's and medical;
3. Low public awareness and involvement in critical city problems because of an inadequate use of ICT;
4. Need to develop a mechanism for reinvesting energy savings and investing additional funds raised by the community, business and government (consolidated budget) for conducting contests of social projects on energy-efficiency and the improvement of the material and technical situation of social institutions.

Project summary:
An information and measuring system and a control room, the first of its kind in the city, was installed for servicing 3 social institutions: Schools ## 1 and 2 and at the city hospital that services all the residents of Svirsk and its environs, as well as neighboring private houses. This allows the two schools and the hospital, as well as residents, to receive online information on energy consumption and adjust spending. Time and money spent on eliminating accidents and risks for the population and social institutions have been reduced. The need in energy-efficiency and in such a system was first discussed at public hearings organized by the Svirsk Charitable Community Development Fund in collaboration with the local administration. The city administration provided a control room. In the future all social institutions of the city will be connected to one control room.

The project includes distribution of information on energy-efficiency among utilities services, NGOs and businesses to promote fund-raising for community energy-efficiency programs and public participation in addressing critical issues.

Project results:

1. An information and measuring system was installed in the city of Svirsk and a dispatcher room for servicing the city's Center of Culture, Olymp Health Complex, Kindergarten # 1, Schools ## 1 and 2, City Hospital and a residential building (total number of beneficiaries – 3,000 people);
2. Reduction of energy consumption and saving funds spent on utilities payments and maintaining meters (100, 000 rub./month) – this will improve the quality of life in the community;
3. Reduction by 10-20 times of time spent for eliminating accidents at heat and water supply systems, as well as their consequences, and less damage from accidents (averted damage is estimated at up to 500,000 rubles);
4. Reinvestment of energy savings into projects in local social institutions involving upgrading heat and energy systems;
5. ICT (internet sites, information seminars for over 100 attendees, public debates and publications) were used for replicating successful experience and project results and also for increasing public awareness about energy-saving issues. On the city's site (svirsk.ru) a page was created showing real time energy consumption and emergencies;
6. The results of this pilot project served as a foundation for submitting proposals to the city administration on increasing the performance of the city energy-efficiency program.

Contact person:
Marina Zmanovskaya, director

Contact information:
9 Lenina St., # 24, Svirsk
Tel. 8 (39573) 2-11-75

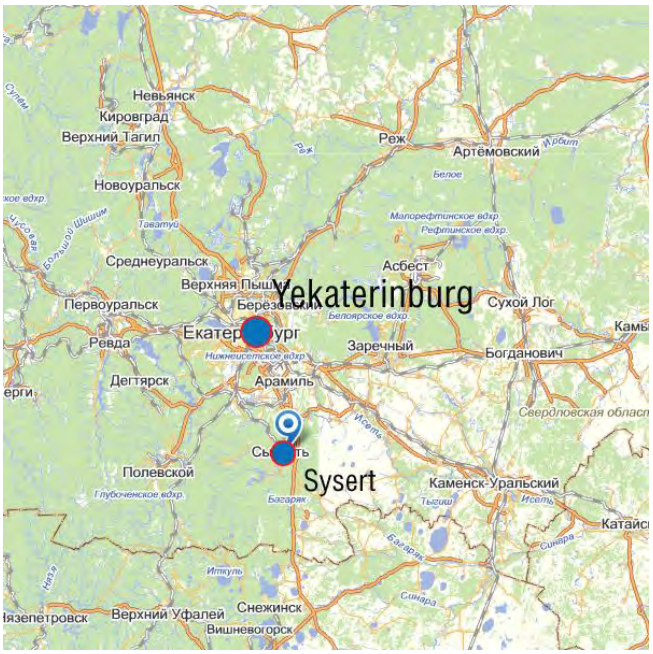
Organization:

Title	Category	Profile
Svirsk Charitable Community Development Fund	Non-profit	Support and development of civic initiatives in the following areas: social protection, youth policy, child development programs, environmental protection and culture; urban landscaping; creative and sports activities for children.

Duration (months)	6	**Start date**	01.12.2011	**End date**	31.05.2012

#CDSP-ICT- 10.
Increasing the efficiency of heat supply in educational institutions in Sysert Urban District

Requested amount $11 400
Grantee and other contributions $43 657
Total cost $53 657



The city of Sysert with a population of 21,000 is located in the south of Sverdlovskaya Oblast at a distance of 43 km from Yekaterinburg. Sysert is the administrative center of Sysert City District that includes 7 rural administrations. There are 38 populated centers in this municipality.
Middle School # 56 in the settlement of Dvurechensk is the site of the project.

Community problems addressed by the Project:

1. Inefficient heat energy consumption during autumn, spring and weekends;
2. Impossibility to control heats supply levels in the building in accordance with outdoor temperature;
3. The use of tentative figures for billing for heat instead of actual consumption figures;
4. Lack of a heat supply automatic control system (SART).

Project summary:
Project activities included a preliminary examination of the building of Kindergarten # 56 located in the settlement of Dvurechensk to identify its actual heat consumption. A specialized firm drew up design documentation for installing a heat supply automatic control system (SART) in the kindergarten. This system maintains the required temperature that depends on the temperature of outdoor air. The elimination of heat losses results in additional energy savings: heat consumption dropped by 15-20%, municipal budget spending was decreased, and the kindergarten premises became more conformable and comply with sanitary standards. The management of the kindergarten acquired SART equipment and organized a seminar for the staff of the municipal utilities services on how to install modern heat consumption control systems and heat meters.

Project results:

1. Installation of one SART system in Kindergarten # 56 that is attended daily by 220 children and 60 adults, which helps improve conditions in the kindergarten and bring it into compliance with sanitary standards; this helps prevent illnesses among the children;
2. Demonstration of the possibility to save energy by installing SART in a standard building – this will help to broadly utilize this technology in residential buildings in this and other communities;
3. Thermal imaging conducted in the kindergarten identified point of heat loss;
4. Reduction of heat energy consumption by 180 Gcal/year after the installation of one SART system in the building;
5. Reduction of payments from the municipal budget by 130,000 rub/year as a result of a 15-20% drop of the need in heat energy;
6. 8 technicians were trained at a specially organized seminar to design, install and operate heat supply automatic control systems;
7. To broadly advertise the benefits of energy-saving technologies, the Sysert Administration and the management of the kindergarten in partnership with the Ural Center for Energy Saving and Ecology and the management of the local housing and utilities service placed a series of publications in the local press and on the city website devoted to the energy-efficiency program development in Sysert and the results of the work of the SART system in the kindergarten. This information was of special interest to the housing and utilities system management and the city's budget-funded institutions overall. Project information was also placed on the website of the Ural Center for Energy Saving and Ecology to facilitate broad knowledge sharing on SART systems with the staff of other municipalities of the region.

Contact information:
23 Mira St., Office 227, Yekaterinburg 620049, Russia
Tel. 8 (343) 374-15-74; mail@ucee.ru

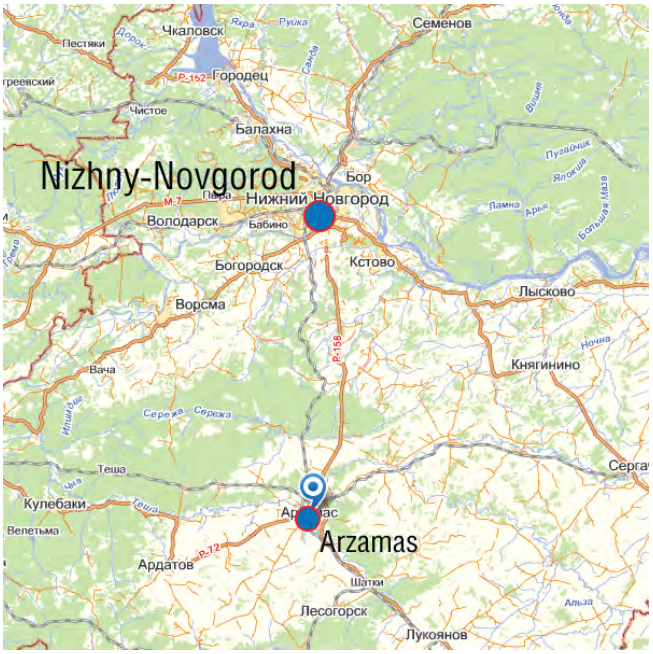
Organization:

Title	Category	Profile
Ural Center for Energy Saving and Ecology LLC	Business	Examination of energy equipment and developing and implementing energy-efficiency programs for industrial facilities and municipal institutions.

Duration (months)	7	**Start date**	01.12. 2011	**End date**	30.06.2012

#CDSP-ICT- 11.
Introduction of a computer-based energy control system at Arzamas City Central Hospital

Requested amount $10 016
Grantee and other contributions $61 000
Total cost $71 016



The city of Arzamas with a population of 100,000 is located 110 km from Nizhny Novgorod. The industrial complex of the city includes 18 large and middle-sized and 36 small-sized enterprises representing a broad range of industries: machine-building, radio and instrument making, construction and food production. The city administration actively supports energy-efficiency projects that are being carried out under the municipal energy-efficiency program.

Community problems addressed by the Project:

1. Lack of optimized systems of energy resources consumption in municipal institutions;
2. Accounting organizations and the municipal administration are unable to monitor energy-consumption;
3. Impossibility to guarantee the safe functioning of municipal institutions in winter;
4. Absence of experience in implementing pilot projects involving the installation of computer-based energy resources control systems.

Project summary:
Installing a three-level computer-based system for data collection and heat control in Middle School # 15 in Arzamas. The first level - information and measuring (metering and regulation devices); the second level– data reception, conversion and storage (network integrators); and the third level– computer and online access.

Project results:

1. 5 heat meters, 5 energy parameter control units (network integrators) and a computer-based commercial energy metering system were installed in Middle School # 15 in Arzamas;
2. Energy-resources consumption decreased by 20%;
3. Energy consumption is now monitored constantly by accounting organizations and the municipal administration;
4. Greater safety in the school;

5. Internet access to the school's energy-consumption data at all times;
6. Project information was broadly disseminated in Nizhny Novgorod Oblast and other regions of the country via the internet.

Contact person:
Vadim Martynov, deputy director

Contact information:
Vaneeva St., Office 207, Nizhny Novgorod 603105
Tel. 831 - 428-37-66

Organization:

Title	Category	Profile
Managing Partner LLC	Business	Design and utilization of energy-efficiency technologies for municipal institutions and industrial enterprises; energy auditing and energy services.

Duration (months) 4 **Start date** 01.12.2011 **End date** 31.03.2012

Community Development Support Program in the Russian Federation Based on Information and Communication Technologies (CDSP-ICT) 2011-2014

ROUND 2

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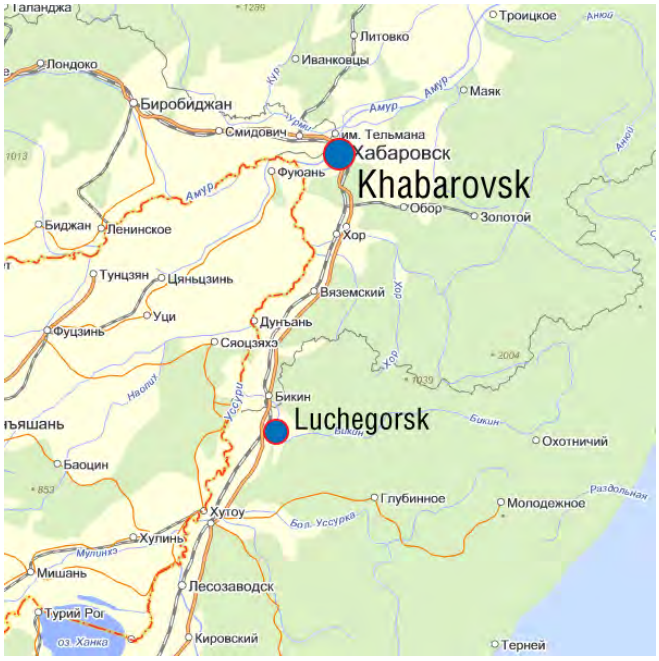
#CDSP-ICT- 13

Implementation of a set of energy-efficiency activities in the street lighting system of Luchegorsk

Requested amount $ 14 000
Grantee and other contributions $ 15 000
Total cost $ 29 000



The urban settlement of Luchegorsk is the capital of Pozharsky Raion of Primorsky Krai founded in 1966. Luchegorsk is the largest populated center in the Russian Far East without the status of a city. Its population is nearly 22,000 people. The primary employer of the settlement is Luchegorsk Fuel and Energy Complex (LUTEK) that includes Primorskaya State District Power Plant, which has the highest capacity in this region among the plants of this type.

Community problems addressed by the Project:

- High cost of taking the readings of power meters.
- Need in recording actual power consumption.
- High cost of electric energy.
- Low service life of lamps that may be increased by installing new start-control devices.

Project summary

1. Replacement of old DRL lamps with 250 new DNAT energy-efficient ones (high-pressure sodium arc lamps) with electronic start-control devices (EPRA);
2. Modernization of street lighting equipment control cabinets, including the installation of infrared radiation heaters to ensure their correct operation in winter;
3. Replacement of one-rate meters with multi-rate meters; simple timers with astronomical; and the installation of GSM-modems for transmitting data from electric meters to consumers;
4. Municipal energy savings resulting from installing energy-efficient lamps, electronic start-control devices and multi-rate electric meters is channeled to the municipal grant program “Warm Home”. Nearly 600,000 rubles are invested annually into this program.

Project results:

1. Installation of 250 energy-efficient DNAT lamps.
2. The service life of the lamps has been extended thanks to the installed start-control devices.
3. Installation of 22 multi-rate electric meters.
4. Improved quality of lighting in the settlement.
5. Energy savings (250-270 kW/h – 600,000 rub.) will be used for funding municipal grant programs.

Contact person:

Evgeny Starchenko, expert and project coordinator

Contact information:

1 Community Center, Luchegorsk, Pozharsky Raion, Primorsky Krai 692001
Tel. 8 (4235) 73-66-52, agpluch@yandex.ru

Organization

Title	Category	Profile
Luchegorsk Rural Settlement Administration	Government	Local governance

Duration (months)	10	**Start date**	1.04.2012	**End date**	01.02.2013

#CDSP-ICT- 14

Creation of comfortable conditions in Mukhen school

Requested amount $ 14 000
Grantee and other contributions $ 89 910
Total cost $ 103 910

Mukhen is an urban settlement in Lazovsky Raion, Khabarovsk Krai, with a population of 4,619 located in the southern part of the region, 84 km to the northwest of the raion capital Pereyaslavka. The local school is attended by 302 students and employs 27 teachers and 22 help staff.

Community problems addressed by the Project:
Need to introduce a system of sustainable energy consumption in the school to conduct an independent energy audit and put in place an effective system of monitoring the efficiency of energy resources consumption.

Project summary

1. Replacement of heating pipes in the school with the use of highly-efficient heat and hydro insulating installations; and putting in place a system of devices regulating heat parameters in the school and, thus, creating comfortable indoor climatic conditions.

Project results:

1. Replacement of the heating system in the school's gym and installation of roamed polyurethane insulation of the pipes and a system of devices regulating heat parameters.
2. Reduction of heat and electric energy losses and energy costs.
3. Power consumption costs decreased by 3,000 rub./year and heat consumption costs by 29,000 rub./year.
4. Project activities were covered in the local and raion press and a new project "Advertising Energy-Efficiency in the Community" was launched on the website of the school.
5. Increased environmental awareness of teachers and students.

Contact person:
Olga Lazorko, school principal and project coordinator

Contact information:
16-1 L.Tolstogo St., Mukhen, Lazo Raion, Khabarovsk Krai 682916
Tel. 8 (4215) 44-16-00, mukhen@yandex.ru

Organization

Title	Category	Profile
Mukhen school	Government	Education and training activities

Duration (months) 8 **Start date** 1.04.2012 **End date** 30.11.2013

#CDSP-ICT- 15
Safe sports

Requested amount $ 14 000
Grantee and other contributions $ 9 550
Total cost $ 23 550

The rural settlement of Nekrasovka in Khabarovsk Raion has a population of nearly 10,000 and is located at a distance of 30 km from Khabarovsk.

Community problems addressed by the Project:

- Need to save electricity and properly illuminate the gym in the community center, the workout room and other sports facilities in accordance with existing sanitary standards.
- Low public awareness about the benefits of energy-saving technologies, the need to save energy and reduce environmental pollution.
- Need to save municipal funds of the settlement spent for electricity.

Project summary:

1. Installation of 100 light-emitting-diodes in the gym, workout room, locker rooms and the entrance hall to the gym in the local community center.
2. Conducting an information conference “Effectiveness of Energy-Saving” at the community center with the participation of the heads of rural settlements of the raion, representatives of the public, deputies, managers of enterprises and organizations and the staff of the Moscow firm LEDEFFECT.
3. Publication of an information letter on the results of the conference “Effectiveness of Energy-Saving” distributed in the raion in 500 copies.

Project results:

1. Installation of 100 light-emitting-diodes that providing good quality daylight illumination;

2. Saved electricity: 43,070 kW/year;
3. Saved municipal funds: 193, 815 rub./year;
4. Reinvestment of energy savings into community development, landscaping, youth development and sports;
5. Creation of conditions for safe athletic activities (the illumination of the gym in Nekrasovka complies with sanitary standards);
6. Increased awareness in the community about the benefits of utilizing energy-efficient technologies;
7. At the conference "Effectiveness of Energy-Saving" printed materials were distributed through ICT and the internet.

Contact person:
Valentina Lyagutskaya, head of administration and project coordinator

Contact information:
20 Lenina St., Nekrasovka, Khabarovsky Raion, Khabarovsk Krai 680507
Tel. 8 (4212) 49-05-50, adnekrasovka@mail.ru

Organization

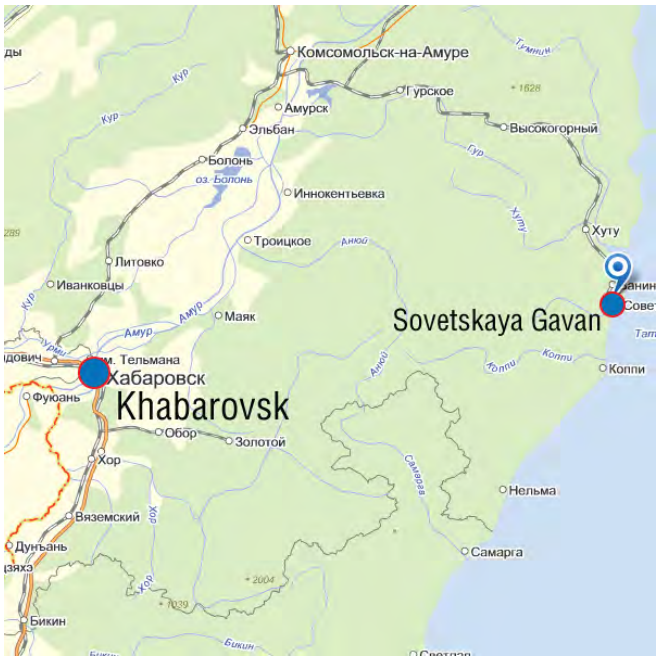
Title	Category	Profile
Nekrasovka Rural Administration	Municipal	Municipal governance

Duration (months)	6	Start date	1.04.2012	End date	30.09.2012

#CDSP-ICT- 17

Energy-efficient water supply control automation in Sovetskaya Gavan

Requested amount $ 14 000
Grantee and other contributions $ 1 900
Total cost $ 15 900



The city of Sovetskaya Gavan with a population of 27,202 is situated on the bank of the Gulf of Tatary. It is the capital of the Sovetsko-Gavansky Municipal district of Khabarovsk Krai.

Community problems addressed by the Project:

- Unsustainable use of the water resources of Bolshaya Khadya River.
- High power consumption in the water supply system of the city.
- Need to reduce the deterioration of key equipment by using reduced-voltage starts, eliminating water-hammer effect and reducing pressure.
- Absence of an automated control system at the water supply facilities of the city.
- Low energy-efficiency of the water production process.
- Low quality and reliability of the water supply system.
- Lack of a possibility to inform city residents online about accidents in the water supply system.

Project summary

1. Installation of an automated control station for 7 wells pumps with a capacity of 32 kW each (technical controller STK500 and a set of sensors is being acquired);
2. Development and installation of special software ASDKU for the upper level for servers and ARM, including visualization, data archiving and communication with facilities – control and on-line management of operating costs (electric energy);

3. Analyzing water supply time dynamics; operational control and elimination of emergency situations;
4. Informing consumers about technical parameter (power and water consumption at well lifting stations). Developing an information resource - Online dispatcher of the city water supply system - on the website of the city administration;
5. The project is a component of the 2012-2017 Sovetskaya Gavan Utilities Infrastructure Integrated Development Program as related to the comprehensive modernization of the city's water supply system.

Project results:

1. Reduction of annual consumption of artesian water from Bolshaya Khadya River during lifting by 555,800 m³ (by 25%);
2. Reduction of annual losses during water transportation to consumers by 200,000 m³ (by 9%);
3. Reduction of annual power consumption by 559,124 kW (60%) or by 1.8 million rubles (by 60%);
4. Reduction of equipment deterioration by 10%;
5. Reduction of the cost of maintaining basic equipment by half;
6. Creation of 1 new job.
7. Installation of a technological equipment automated control system at Zapadny inlet station with a possibility of collecting and processing data and providing operative information to a broad range of consumers.

Contact person:

Maria Blinkova, head of Department for Investment Policy, Business Development and External Relations at Sovetskaya Gavan City Administration

Contact information:

6 Korabelnaya St., Sovetskaya Gavan, Khabarovsk Krai 682800
Tel. 8 (42138) 45-153, admsovg-invest@yandex.ru

Organization

Title	Category	Profile
City Vodokanal LLC	Business	Water collection, treatment and distribution and heat energy transportation and distribution

Duration (months)	12	**Start date**	1.04.2012	**End date**	31.03.2013

#CDSP-ICT- 18

Modernization of street lighting with the use of computer networks and energy-saving technology based on microprocessors and an ASKUE system

Requested amount $ 14 000
Grantee and other contributions $ 5 000
Total cost $ 19 000

The rural settlement of Topolevo with a population of 4,900, is located in Khabarovsk Raion in Khabarovsk Krai in close proximity to the regional capital.

Community problems addressed by the Project:

- Poor quality street lighting.
- The need to save funds by lowering power consumption with the use of light-emitting-diode technology.
- Need to vary lighting schemes to ensure the safety of traffic and pedestrians on lighted areas.

Project summary

Modernization of street lighting, including the replacement of 20 DRL lamps with energy-efficient light-emitting-diode lamps. The lighting scheme was divided into several groups suitable for different conditions; an ASKUE (automated information-measuring system of complex measurement of energy resources) system was installed. To manage lighting, a microprocessor block equipped with light and wind sensors and video registers was installed that provides optimal lighting levels for given weather conditions. Power consumption is controlled by the ASKUE system. Broad dissemination of project results through the media and internet.

Project results:

1. Improved street lighting;

2. Improved pedestrian and vehicle safety;
3. Higher energy-efficiency level was achieved: during the use of an energy-efficient lamp of a 50 W capacity (DRL lamps have a capacity of 250 W) energy savings increase by 5 times;
4. During the use of ASKUE, the amount of saved electricity doubles due to regulated operational time and load.

Contact person:
Natalya Chubarova, deputy head of Topolevo Rural Settlement Administration

Contact information:
8 Pionerskaya St., Topolevo, Khabarovsky Raion, Khabarovsk Krai 680510
Tel. 8 (4212) 78-79-22, topolevo-sp@mail.ru

Organization

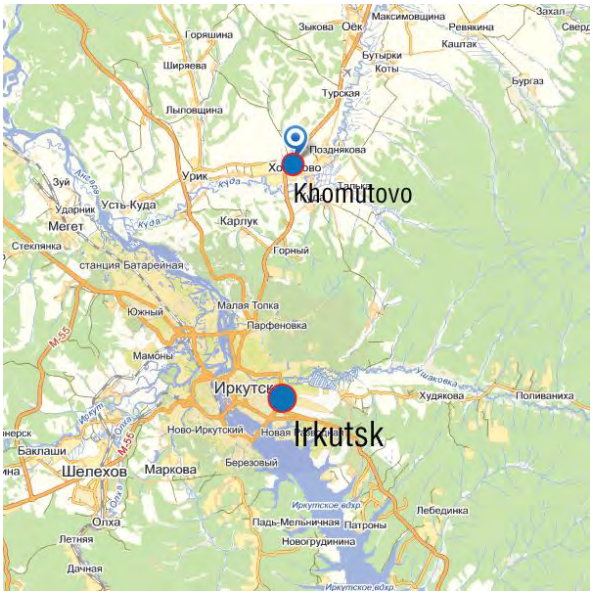
Title	Category	Profile
Topolevo Rural Settlement Administration	Government	Local governance

Duration (months)	6	**Start date**	1.04.2012	**End date**	30.09.2012

#CDSP-ICT- 19

Automation of the energy resources accounting and consumption system in Khomutovo settlement.

Requested amount $12 768
Grantee and other contributions $20 973
Total cost $33 741



The urban settlement of Khomutovo, a municipality of Irkutsky Raion in Irkutsk Oblast, is located at a distance of 25 km from Irkutsk on the banks of Kuda River that flows into Angara River. The municipality includes six populated centers (Khomutovo, Talka, Pozdnyakova, Kuda, Plishkino and Gorny) and has a population of over 12,000. Since olden times (over 325 years ago), it has been a transient point on the Main Siberian Trade Route and the site of an emerging Cossack movement and the development of new trades and agriculture to satisfy the needs of Irkutsk and nearby settlements. Up to date, Khomutovo remains the most densely populated and well-developed populated center in Irkutsky Raion. It has a public forum portal, the local administration actively interacts with the public in energy-saving decision-making and on issues related to improving wellbeing in the community.

Community problems addressed by the Project:

- Lack of real-time automated accounting and tracking of energy consumption, which leads to overstated billing for energy resources consumed by social institutions and community members as compared with actual consumption.
- Inefficient system of energy consumption and high costs paid by social institutions are worsened by budget subsidies.
- Inadequate accident awareness and elimination due to ICT underdevelopment creates risks in the community and at social institutions.
- Poorly functioning mechanism of re-investing energy savings and additional raised funds from the public, business and government (consolidated budget) into addressing social community issues (energy-saving and improving the infrastructures of social institutions).

Project summary:

1. Setting up a dispatcher information center at the local Culture and Sports Complex to record actual energy consumption; and the installation of an anti-vandal information terminal at the Community Center, to which social institutions are hooked up and later residential houses will be hooked up as well;
2. Conducting an energy audit in the social institutions of the municipality: at the Culture and Sports Complex (community center, health center and library) and using its findings for

modernizing energy systems, installing meters and connecting them to the general dispatcher center;

3. Launching a system of monitoring energy costs and timely informing the community with the use of internet networks about real-time energy consumption, accidents and measures to prevent them and also about energy-saving technologies;
4. Dissemination of information about the project and its results via a specially built website, articles in the media and the publication of a brochure about the project and the benefits of energy saving.

Project results:

1. This project implemented a system of recording and monitoring energy consumption that allows social institutions and residents to control their utilities expenses in real-time with the help of ICT and pay for actually consumed energy, which, in turn, has improved the quality of life in this community;
2. Energy consumption was reduced by 30% (120, 000 kW/h a year) and expenses of social institutions for heating and maintaining their buildings decreased by 240,000 rub. a year;
3. Time spent on eliminating accidents at the heat and power supply systems and their consequences was reduced by 10-20 times;
4. Public awareness about the use of energy-saving technologies was increased and the information on the operation of the dispatcher information center was disseminated, which helps promote citizen participation in addressing municipal energy-saving issues;
5. Energy-savings were reinvested in social energy-efficiency programs based on the experience of the pilot project;
6. ICT (websites, information seminars, public debates and publications) were widely used to replicate project results to other settlements in Irkutsk Oblast with the aim of enhancing sustainable community development.

Contact person:

Alexander Ivanenko, deputy head of Khomutovo Municipal Administration for Education, Economics and Finances

Contact information:

7/a Kirova St., Khomutovo, Irkutsk Oblast 666540
Tel//fax: 8 (3952) 696-502, e-mail **admkhom@yandex.ru**

Organization:

Title	Category	Profile
Khomutovo Municipal Administration	Municipal non-profit	Municipal governance

Duration (months) 10 **Start date** 01.04.2012 **End date** 31.01.2013

#CDSP-ICT- 21

Utilization of new information and energy-efficiency technologies in remote settlements of Buryatia

Requested amount $12 000

Grantee and other contributions $3 000

Total cost $15 000

The urban municipality of Tankhoiskoye is located on the southern bank of Lake Baikal in Kabansky Raion of the Republic of Buryatia in the cooperation zone of Baikalsky Biosphere Reserve. Along with Tankhoi, which is the central settlement of the municipality, it also includes the settlements of Kedrovaya, Vydrinnaya, Dulikha and Mishikha (where an environmental and tourist center Baikalskaya Bird Tagging Station is being built at a remote outpost). The population of the municipality combined with annual visitors reaches 3,000. This area is part of the Lake Baikal UNESCO World Heritage Site, where the main priority is the preservation of the environment based on the sustainable use of natural resources and energy-efficiency.

Community problems addressed by the Project:

- Absence of guaranteed power supply and blackouts at remote locations in the reserve that do not have central power supply.
- The requirement to utilize alternative energy techniques and use renewable sources of energy in the reserve to reduce hazardous impacts on the environment.
- Lack of internet resources at the visitor center of Baikalsky Biosphere Reserve, which is attended by large numbers of tourists, and in communities located in its cooperation zone.
- Low employment level among residents living on Lake Baikal UNESCO World Heritage Site, where economic activity is limited and an ecotourism infrastructure still needs to be developed to provide jobs and improve wellbeing in the community.
- Need to introduce ICT to increase awareness in the community about advanced energy-saving techniques and help residents learn more about existing internet resources.

Project summary:

1. Installation of solar batteries at the environmental and tourist center Baikalskaya Bird Tagging Station that is currently under construction in the remote settlement of Mishikha;
2. Utilization of ICT to improve the infrastructure of the cooperation zone of Baikalsky Biosphere Reserve by installing wireless internet equipment at the visitor center of the reserve and in the international volunteers' camp, thus providing stable internet access for the residents and guests of Tankhoi, Pereemnaya, Kedrovaya, Vydrinnaya and Mishikha settlements;
3. Conducting training seminars for local residents on the use of the internet;
4. The use of ICT (the websites of the reserve, Kabansky Raion Administration and regional media) for disseminating information on the importance of using renewable energy sources on protected nature areas.

Project results:

1. An educational model site demonstrating the use of alternative sources of energy was opened for the residents of 5 settlements located in the cooperation zone of the reserve;
2. The Bird Tagging Station was provided with power supply by installing solar batteries with a capacity of 360 W, thus allowing to save nearly 540 kW/h of energy during the season and to make it possible to successfully develop educational and tourist activities at Lake Baikal UNESCO World Heritage Site;
3. 120 local residents were trained in the practice of using energy-saving technologies;
4. Wireless internet equipment was installed at the visitor center of the reserve, in the international volunteers' camp and in settlements located in the cooperation zone;
5. At least 1,550 people were provided with guaranteed access to internet resources, including 1,000 local residents and nearly 550 tourists – this will facilitate social adaptation of the local population living in conditions of a special nature management zone;
6. 5 practical internet education seminars were conducted for community members on the use of the internet;
7. The level of tourist services and infrastructure at the visitor center of the reserve was improved and new jobs for people living in the cooperation zone were created.

Contact person:

Vasily Sutula, director of Baikalsky Biosphere Reserve

Contact information:

34 Krasnogvardeiskaya St., Tankhoi, Kabansky Raion, Republic of Buryatia 671220
Tel. 8 (30138) 93 725, fax 8 (30138) 93741 , e-mail vasilysu@mail.ru

Organization:

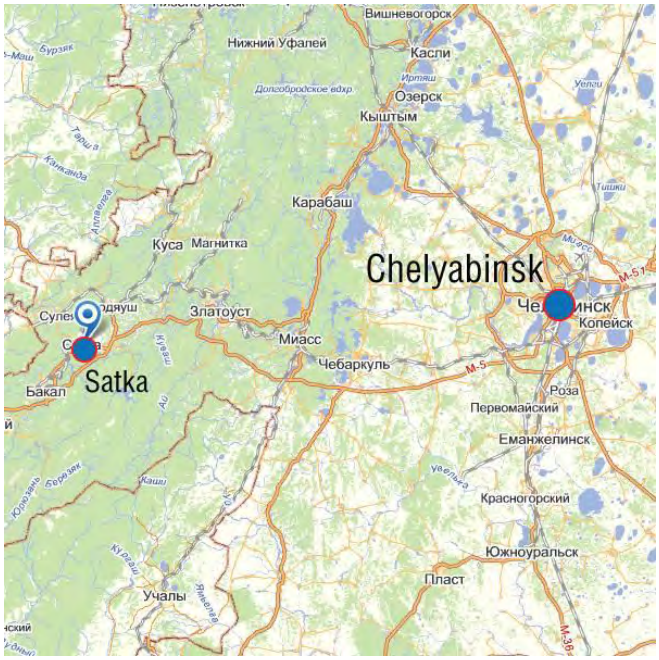
Title	Category	Profile
Baikalsky Biosphere Reserve	Government	Preservation, study and monitoring of nature complexes in Southern Lake Baikal Region, environmental education tourism and training environmental staff.

Duration (months) 11 **Start date** 01.04.2012 **End date** 28.02.2013

#CDSP-ICT- 22

Introduction of a soft hardware platform Dispatcher Center of Energy Resources Consumption Monitoring

Requested amount $14 000
Grantee and other contributions $307 140
Total cost $321 140



The city of Satka, the capital of Satkinsky Raion, is located 190 km from the regional center Chelyabinsk. Satkinsky Raion is situated in the zone of the economic influence (transport, trade, industrial and educational ties) of the largest Ural cities, which significantly benefits its development. The Chelyabinsk-Moscow Highway passes through the raion, as well as a railroad with a railroad station. There is also good transport communication with Yekaterinburg and Ufa. Due to the well-developed motor road network, the raion finds itself in the midst of a large consumer market with a transportation accessibility not exceeding five hours.

Community problems addressed by the Project:
Lack of a system for distributing information on energy resources consumption on a municipal level to local government bodies, resource supplying organizations and maintenance and management companies. There was no possibility to timely and accurately monitor energy resources consumption in government-funded organizations and residential buildings.

Project summary
The introduction of a soft hardware platform Dispatcher Center of Energy Resources Consumption Monitoring in Satkinsky Raion (PAP) provided the strategic management bodies of Satkinsky Raion utilities services with modern equipment, a methodology and software based on latest scientific and technical achievements and also with a possibility to timely present information on current levels of consumption and the quality of energy resources.

Project results:

1. Government-funded organizations and the population reduced fuel and energy consumption by 10% (as compared with 2012), thus saving 10.4 million rubles a year (4,460 Gcal or 1, 123,000 kW/h). The Dispatcher Center of Energy Resources Consumption Monitoring

services 102 consumers of the budget/social sphere: schools, kindergartens, community centers, hospitals and libraries and 86, 000 citizens, who live in apartment houses in Satkinsky Raion;

2. The population has timely access to house energy resources meters; all information that is fed into the dispatcher center around-the-clock is available either by request of through internet access;
3. Four new jobs were created (3 computer specialists and their supervisor).

Contact person:
Sergei Smolnikov, first deputy head of Satkinsky Municipal District

Contact information:
16 Industrialnaya St., Satka, Chelyabinsk Oblast 456910, e-mail: smolnikov@admsat.satka.ru
Tel. (35161) 4-35-42

Organization

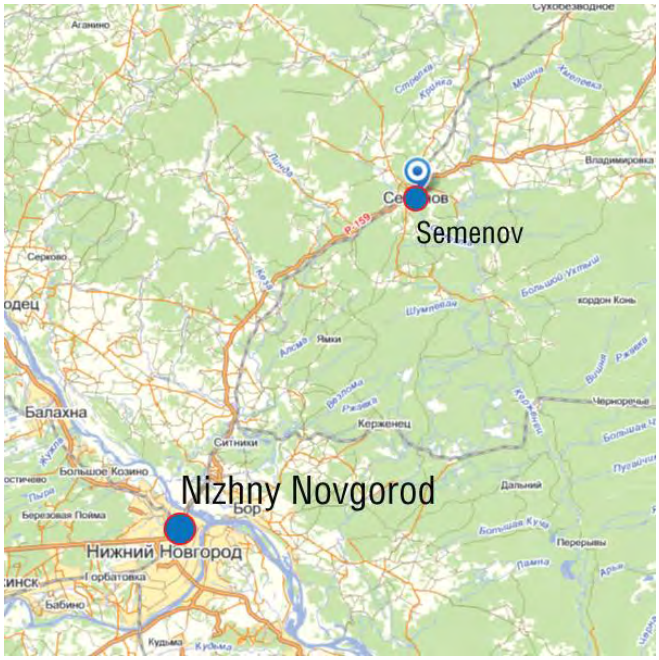
Title	Category	Profile
Housing and Utilities Authority at Satkinsky Municipal District Administration	Government	Implementation of the municipal policy aimed at ensuring the sustainable operation and development of the housing and utilities sector.

Duration (months)	12	**Start date**	01.04.2012	**End date**	31.03.2013

#CDSP-ICT- 23

Introduction of modern energy-efficient painting technologies at Khokhloma Painting Factory

Requested amount $ 14 000
Grantee and other contributions $ 19 867
Total cost $ 33 867



Semyonovsky Raion in Nizhny Novgorod is part of the Volga Federal District with the center in the city of Semyonov. The raion is located on the left bank of Kerzhenets River and its industrial specialization is metal working and wood processing. Local factories produce iron casting, equipment for the oil and gas industry, furniture and folk craftwork articles.

Community problems addressed by the Project:
The project is aimed at addressing the issue of utilizing energy-efficiency technologies and reducing emissions at the key employer of the city of Semyonov, the Khokhloma Painting Factory. Most of the wood-working equipment of the factory that employs 1,100 people was manufactured in the 1980s. The existing pollutant catching system has a low capacity of 60% and, as a result, large amounts of trinitrotoluene, butyl acetate, formaldehyde and suspended matter totaling to 1.6 tons/year are discharged to the atmosphere. Moreover, the existing purification system fails to remove all paint and varnish from the industrial water and most of it ends up in sewerage networks.

Project summary
Two modern highly-efficient painting chambers with independent air exhausts and collectors of water polluted with paint and varnish were installed to prevent the contamination of municipal sewage.

Project results
During the one-shift operation of the painting chambers, the following results were achieved:

1. Saved heat – 60 Gcal during one heating season (60,000 rub.);
2. Saved electricity – 74, 000 kW/h a year (294, 000 rub.);

3. Increased efficiency of treating hazardous emissions to the atmosphere and prevention of sewage contamination;
4. Project information is placed on the websites of the factory, the city and Nizhny Novgorod Oblast Government and published in the electronic journal *Energy-Efficiency* put out by Nizhny Novgorod Energy-Saving Center.

Contact person:
Evgeny Lazarev, chief engineer

Contact information:
18 Chkalova St., Semyonov, Nizhny Novgorod Oblast 606651
Tel. (83162) 5-96-67, e-mail glavhohloma@mail.ru

Organization

Title	Category	Profile
Khokhloma Painting Factory	Business	Production of hand-made wooden articles

Duration (months)	11	**Start date**	01.04.2012	**End date**	28.02.2013

Attachment 3

Regional Centers (RC) Descriptive List

The key element of the CDSP-ICT Program, which provided regional ties and partnership, are four FSD Regional Support Centers (RCs). They were established in 1997and selected on a competitive basis to provide grantee outreach program support services across the whole of the Russian Federation. Four Regional Centers operated within existing non-profit organizations are located in strategic areas throughout the Russian Federation. All Centers have well-known experience in EE , Environmental protection, Health risk assessment, Ecoeducation, Ecobusiness and are backed by knowledgeable staff with strong academic credentials and practical experience, and who have been trained for procedural specifities by FSD.

Volga and South European Regional Center (VSE RC, Nizhny Novgorod) was based in the "press department" of the NGO "Dront", which was founded in 1989. The RC took part in organizing the annual event called "Days of Volga" that are devoted to natural resource protection in Volga basin. The RC worked extensively on information systems about donor organizations and programs.

The Ural Regional Center (URC, Ekaterinburg) was based at the NGO "Center for Environmental Training and Information (CETI)" founded ten years ago- in 1995. The core activity of the RC includes introducing advanced methods of ecological education, ecological management and audit, nature and people health protection. The RC has a wide parthers network , works in close collaboration with city and Sverdlovsk Oblast Administration and authorities.

The East Siberian Regional Center (ES RC, Ulan-Ude, Buryatia) was based in the Buryat Regional Association on Baikal that was founded in 1996 and which had earlier implemented projects on sustainable development in Baikal Region. This RC managed numerous projects on natural resource protection with particular emphasis ecologically oriented EE, management of nature reserves, ecotourism development forest conservation and NTFP usage. RC is widely participating in advocacy and public expertise of important regional projects in Buryatia (especially oil pipeline construction without damage to nature of area and Baikal biosphere reserve).

The Russian Far - Eastern Regional Center (RFE RC, Khabarovsk) is working on the based of experienced NGO "Green House", an independent non-profit organization in Khabarovsk. The Center is responsible for the Russian Far East Region and managed CDSP projects mostly on EE, development of rural areas, forestry, nature reserves management, protection of endemic flora and fauna of RFE, ecobusiness (including that in indigenous people community).

Contact information
Контактная информация по Региональным центрам поддержки проектов ФУР в регионах

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Дальневосточный РЦ - Хабаровская краевая благотворительная общественная организация “Зеленый Дом»	680000 Хабаровск, ул. Шевченко,4 «Зеленый Дом»	Т.(4212) 42-06-68 т/факс 42-06-69	sergey@green-house.khv.ru	Плешаков Сергей Александрович

Geographical Scope of work

ГЕОГРАФИЧЕСКИЙ ОХВАТ ДЕЯТЕЛЬНОСТИ РЕГИОНАЛЬНЫХ ЦЕНТРОВ

Волжско- Южноевропейский Региональный Центр (Нижний Новгород, Экоцентр “ДРОНТ”)

- **Волго-Вятский район**

Кировская область	Республика Марий-Эл	Чувашская Республика
Нижегородская область	Республика Мордовия	

- **Поволжский район**

Астраханская область	Республика Калмыкия (Хольм-Тангч)	Саратовская область
Волгоградская область	Республика Татарстан	Ульяновская область
Пензенская область	Самарская область	

- **Северо-Кавказский район**

Кабардино-Балкарская Республика	Республика Дагестан	Ростовская область
Карачаево-Черкесская Республика	Республика Ингушетия	Ставропольский край
Краснодарский край	Республика Северная Осетия-Алания	Чеченская республика
Республика Адыгея		

Уральский Региональный Центр
Екатеринбург, Центр экологического обучения и информации

г. Екатеринбург и Свердловская область	Оренбургская область	Таймырский (Долгано-Ненецкий)АО	Ханты-Мансийский АО
Коми-Пермяцкий АО	Пермская область	Тюменская область	Челябинская область
Курганская область	Республика Башкортостан	Удмуртская Республика	Эвенкийский АО

Региональный Центр Юго-Запада Сибири
(Новокузнецк, *Природоохранный проект)*

Алтайский край	Новосибирская область	Омская область
Кемеровская область	Республика Алтай	Томская область

Восточно-Сибирский Региональный центр
(Улан-Удэ, Бурятское региональное объединение по Байкалу)

Агинский Бурятский АО	Республика Бурятия	Усть-Ордынский Бурятский АО
Иркутская область	Республика Тува	Читинская область
Красноярский край	Республика Хакассия	

Дальневосточный Региональный Центр
(Хабаровск, «Зеленый Дом»)

Амурская область	Магаданская область	Сахалинская область
Еврейская АО	Приморский край	Хабаровский край
Камчатская область	Республика Саха (Якутия)	Чукотский АО
Корякский АО		

Attachment 4a

CDSP-ICT
Performance Monitoring & Evaluation Plan (PMEP)

The CDSP-ICT represents a comprehensive package of project activities in model communities. Therefore, the primary unit analysis for monitoring project implementation and evaluating results becomes the *community* as opposed to the individual replication project. This requires a corresponding shift in how we approach data collection and analysis. It is needed collect baseline and ongoing data about the *community*, to place more emphasis on compiling these data and discussing their implications on the community, rather than project, level.

CDSP-ICT overarching objective was to demonstrate program effectiveness at building **successful communities:** communities where citizens are more optimistic about their future. The formula for successful communities is as follows:
Concrete Improvements + Improved Process (*of Decision-making and Governance*) = Successful Community

The CDSP-ICT Performance Monitoring Plan collected data information about two areas (or dimensions):
Concrete Improvements:

- Better use of energy
- Better quality of life (economic opportunity, health outcomes, better services for the disadvantaged)
- Better quality of environment (water quality, air quality, natural resources management)

Improved Process

- More multi-stakeholder cooperation to accomplish common goals
- More balanced decision making and citizen input into local governance
- Greater transparency in local governance

For each community, CDSP-ICT captured the qualitative and quantitative changes that occur over the life of the program in both above areas. Program reporting will be designed to present a composite picture of how each community has benefited from its participation in the program in terms of *both* concrete improvements and improved governance processes. To create this composite picture, the data was evaluated on several levels:

MACRO LAYER: SUCCESS OF THE PROGRAM

We've achieved success if we can demonstrate that we have a model that allows Russian communities to survive—and thrive.

MIDDLE LAYER: SUCCESS OF COMMUNITIES

Community-Level Impact Data focuses on interviewees' perceptions of how the project has influenced governance processes in their community: multistakeholder collaboration, the transparency of decision making, and citizen participation, people well-being.
The *synergistic effects* among projects within a community is really important. So we need to come up with a more holistic definition of success for communities—this definition which is based *on* individual project successes, but will include these synergistic effects as well. We have to prove that the whole is greater than the sum of its parts: that concentrating a group of projects in one community will achieve greater success. That's part of why we need to measure communities' performance.

MICRO LAYER: SUCCESS OF PROJECTS

Project-Level Impact Data focuses primarily on concrete improvements in the areas of energy efficiency, waste management, health, education, sewage treatment and water quality, and ecotourism/ecobusiness.

These project-specific indicators will then feed into our system for measuring success at the community level and the program level.

PMEP levels & Methodology

LEVELS	METHODOLOGY	PRODUCT
APPLICATION	• 2 stages (application+full proposal) • independent review • use of logic model • Initial Environmental Examination (IEE) • Pre-grant training • Advisory council	• Good application for funding • Database
PROJECT	• Post-grant training • Site visits	• Grantee QTRs • SV reports • Grant Procedures Manual (GPM) • Grantee Manual (GM)
COMMUNITY	• Surveys • Exchange of results via meetings • Regional Centers surveys	• Passport of community • Questionnaires 2 types • RC QTRs
PROGRAM	• Meetings w/CTO • Exchange of results conferences, meetings (e.g. presentations at USAID) • FSD infrastructure monitoring	• Program QTR to USAID • Final Report • Replies to CTO information requests • CODE OF BEST PRACTICES

Attachment 4b

INTERVIEWING MANUAL
For FSD and Regional Center staff

Introduction

This manual is intended to be a practical guide to the interview process in the framework of the Performance Monitoring Plan elaborated by FSD for its Star Community Initiative evaluation. In order to explain the rationale behind the interviews, it also provides an overview of some of the basic principles of qualitative research upon which the interview process is based. It is designed for use by FSD, FSD and Regional Centers stuff who will be holding interviews in the communities where CDSP-ICT projects are being implemented.

For more details and theoretical background of this interview please refer to the Performance Monitoring Plan Description.

General Tips About Interviewing

Whom to interview? All project coordinators and/or key executives, municipal administration representatives, and from three to five citizens that are not directly involved in the projects implementation but will benefit from their results. For control purposes, at least three citizens from this or adjacent community who are aware of the project but do not benefit directly from it have to be interviewed as well. Citizens should be above 18 years old and be Russian citizens and permanent residents of the monitored community.

How long should the interview last? In general, an interview should last one hour or less. But to some degree, it depends on the respondent. If a particular person is still eager to talk after one hour has passed, and the information they are providing is useful, feel free to extend the interview.

Where to hold the interview? It is best to meet with someone somewhere where he or she feels comfortable. If the respondent does not have an office where you can easily meet, you could also meet in a café or restaurant. If you do meet in a public place, make sure that it is a place with relative privacy and not a lot of distractions.

General structure of the interview. Avoid difficult or complicated questions at the beginning. Start by asking them for relatively neutral, descriptive information—about the project, its activities, their involvement, their organization's role—even if this involves some repetition of information that you already know from the project documents. The idea is to get the respondent comfortable with you and with the interview process. Also, the respondent, when describing these things informally, may mention things you weren't aware of—you can make note of these and follow up. You should feel free to adjust the questions, add additional ones, or not ask them at all, depending on what the situation calls for. Feel free to change the order of the questions and to follow the respondent's lead if he or she jumps to a different topic than the one addressed by the 'next question' on the list

Interviewing Skills and Techniques

The interview should feel like a conversation, not like a series of questions and answers. As the interviewer, your goal is to encourage respondents to talk as much as possible, with as much concrete detail as possible, about topics that relate to the 'dimensions' we are using to measure community

impact. During the interview itself, focus on getting respondents to explain what is going on, in everyday language.

Recording The Interview Data

For these interviews, using a tape recorder is not recommended: it could make respondents uncomfortable, and it would require additional equipment and an investment of staff time to transcribe the tapes.

When interviewing without a tape recorder, it is important to do two things:

1. Take notes during the interview. Asking questions and recording responses at the same time is challenging. Just do the best you can.
2. Schedule your interview so that you have about an hour or so IMMEDIATELY AFTERWARDS to sit down in a quiet place and write down everything you can remember. If you can't remember all the details about something, write down what you can. If it is something that turns out to be important to the project, you may want to follow up with the person later to get more information.

Challenges and Ethical Issues

When a particular respondent is not being 'forthcoming' with information: Some people are better interview respondents than others. If a particular respondent is not providing enough information, here are some tips to try:

- Use lots of probe/prompt questions and follow up questions.
- Resist the urge to 'fill the silence' by talking more yourself! In fact, it can be helpful if you deliberately wait a little longer before saying something—people tend to be uncomfortable with silence and will eventually begin to talk.
- Change your interviewing approach. You might want to 'backtrack' to more basic, straightforward questions about the project implementation. For example, ask them to simply describe how the project is going. Then use probe/prompt questions to follow up on issues that sound potentially useful.

Topics to avoid: **questions about military-related issues, about elections at any level, or that require people to give their opinion about the regional or federal authorities.** However as much as possible, ask people instead to describe concrete activities that involve the authorities, their joint work with authorities, etc.

Confidentiality: If any respondent among citizens requests that their name be kept confidential, that request should be honored. In general, project leaders will be recognizable at the same time.

The question of truthfulness: We can assume that respondents will want to put things in a more positive light. This is generally true in any interview situation, but is especially true when they are being interviewed by the organization that funds their project.

GLOSSARY OF TERMS

Closed-ended questions: Questions that a respondent can answer with a single word or short phrase. Generally, any question that requires a 'yes/no' or numeric answer, or that asks "who?" "when? "what? or "where?" is closed-ended.

Marker: A clue or hint in a statement made by a respondent that suggests that there is additional information about a topic they mention. A good interviewer will pay close attention to markers and, where appropriate, follow up on that topic with probes and prompts.

Open-ended questions: Questions that encourage a respondent to provide descriptive information, to tell a story, to elaborate or to provide concrete details. Open-ended questions are crucial for getting the information we are looking for!

Probes and prompts: Techniques for soliciting additional information from a respondent. These can be actual follow-up questions, or they can be simple actions like nodding and waiting expectantly, making a sound of agreement or interest, or saying 'I see…"

Qualitative data: Data that is not easily counted, or able to be measured and expressed in numeric terms. Qualitative data includes information about people's subjective perceptions, opinions, and beliefs. It also includes descriptive information about processes or events.

Quantitative data: Data that can be counted, measured, or otherwise expressed in numeric form.

Respondent: the person being interviewed.

Attachment 5.

CDSP-IST publications: List of References

1. Page about the CDSP-ICT on FSD web-site
   http://fund-sd.ru/english/RMO-ICT/index.htm
   Program News
   http://fund-sd.ru/english/RMO-ICT/zapusk.htm
   http://fund-sd.ru/english/RMO-ICT/09-2011.htm
   http://fund-sd.ru/english/RMO-ICT/05-12-2011.htm
   http://fund-sd.ru/english/RMO-ICT/08-02-2012.htm
   http://fund-sd.ru/english/RMO-ICT/23-04-2012.htm
   http://fund-sd.ru/english/RMO-ICT/23-04-2012.htm
   http://fund-sd.ru/english/RMO-ICT/12-04-2012.htm
   http://fund-sd.ru/english/RMO-ICT/19-07-2012.htm
   http://fund-sd.ru/english/RMO-ICT/20-11-2012.htm
   http://fund-sd.ru/english/RMO-ICT/26-11-2012.htm
   http://fund-sd.ru/english/RMO-ICT/04-06-2013.htm
2. Brochure about CDSP-ICT (round-1 projects)
   http://fund-sd.ru/english/publish/RMO-ICT-round-1-summaries-eng.pdf
3. Brochure about CDSP-ICT Program (round-2 projects)
   http://fund-sd.ru/english/publish/RMO_ICT_round-2-eng.pdf
4. *Municipal Power* Journal, January-February 2013
   Fund for Sustainable Development: Small Deeds
   for Big Changes http://fund-sd.ru/english/publish/MV-1-2-2013-en.pdf

5. Publications in e-journal *Local Sustainable Development*

   http://www.fsdejournal.ru/node/191
   http://fsdejournal.ru/node/228
   http://fsdejournal.ru/node/464
   http://fsdejournal.ru/node/227
   http://fsdejournal.ru/node/230

6. Internet portal MUNICIPAL:

   http://municipal-sd.ru/?q=comment/40#comment-40

Independent Auditor's Report

The Fund for Sustainable Development

for the period from January 01, 2012 through December31, 2012

Cooperative Agreement No. AID-118-A-11-00015

Financial information contained in this report may be privileged. The restrictions of 18 U.S.C. 1905 must be considered before any information is released to the public.

FAP 78/15– 2012 – 18/13/SAZ
Ref. No 130329-3 of March 29,2013

The Fund for Sustainable Development

IndependentAuditor's Report

for the period from January 01, 2012 through December 31, 2012

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1. TRANSMITTAL LETTER/ SUMMARY

Обществос ограниченной ответственностью
«РТФ-Аудит»

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ИНН 7722271323 ОГРН 1027722007268
тел. (495) 781-74-60; e-mail: neverov@rtf-group.ru

__29.03.2013___ № _130329-3_____

на № _____ от _____

Board of Directors
Fund for Sustainable Development
10 Olympiisky Pr., Building 1-2, Office VII,
Moscow 129090, Russia

TRANSMITTAL LETTER/ SUMMARY

Dear Sirs/Madams,

Please find enclosed the results of our audit of the Fund for Sustainable Development (hereinafter referred to as the Fund) for the financial year 2012 in accordance with Article 1 of Audit Services Contract No. 18/13/SAZ of March 1, 2013.

Background

We have conducted audit of the program funded by the U.S. Agency for International Development (USAID) under Cooperative Agreement No.AID-118-A-11-00015 made between the Fund and USAID. The program provided for by the Cooperative Agreement started on April 01, 2011; the period under audit was from January 1, 2012 through December 31, 2012.

The main purpose of the program, which is called “Community Development Support Project Based on ICT” (CDSP-ICT)”, is to ensure sustainable development of local municipalities in providing them with grants on a competitive basis to enable practical solutions of economical, environmental and social problems.

The program does not establish provisional indirect-cost rate for the recipient.

The program do not provide for the cost-sharing/ counterparty contributions budget.

The Recipient of the USAID funds under this program is the Fund for Sustainable Development, a Russian non-governmental organization founded in March 2005 with the mission to assist in solving social, charitable, cultural, educational or other issues, as well as in rational use of natural resources by sharing successful experience amassed in this field.

Objectives and Scope of Audit

We have conducted audit of the Fund Accountability Statement under the Cooperative Agreement No.AID-118-A-11-00015 for the period from January 1, 2012 through December 31, 2012. Except for not having a fully satisfactory continuing education program and not conducting an external quality control review by an unaffiliated audit organization (as described in our report on the Fund Accountability Statement), we conducted our audit in accordance with the U.S. Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the Fund Accountability Statement is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the Fund Accountability Statement. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Auditors have performed the following procedures:

A. Fund Accountability Statement Audit

The Auditors have examined the fund accountability statement under Cooperative Agreement No.AID-118-A-11-00015, including the budgeted amounts by category and major items. In the course of audit there were also examined revenues received from USAID during the audited period, if any, as well as costs incurred during that period and commodities/technical assistance directly procured by USAID.

Before the audit commenced, the Fund has duly notified the Auditors in writing that it fully assumes responsibility for the Fund Accountability Statement accuracy.

The auditors implemented the following procedures:

1. Reviewed direct costs, indirect costs and reimbursement thereof by USAID as well as costs incurred but pending reimbursement by USAID; revealed and quantified any questioned costs. No indirect costs were revealed.

All the costs that are not supported by adequate documentation or are not in compliance with the terms of the agreement are reported as questioned and not subject to reimbursement by USAID. Questioned costs are listed in the notes to the Fund Accountability Statement.

Questioned costs, if any, are presented in the Fund Accountability Statement in two separate categories. Thus, ineligible costs are qualified as questioned in case these costs are not justified, prohibited from the point of view of the agreement or not are applicable from the point of view of the actual rules and legislation or are not effectively connected with the program. Costs not duly supported by documents or the necessary prior permission or approval are qualified as not justified. All the material questioned costs entailed by nonobservance of the agreement terms, the actual legislation or the corresponding rules, whenever applicable, are included into the notes of the report on compliance. Questioned costs are also briefly described in the notes to the Fund Accountability Statement containing cross-references to the corresponding findings in the report on compliance, if any.

2. The general and program ledgers were reviewed to ensure that the costs paid are duly accounted. Direct costs billed were reconciled with the costs reimbursed by USAID with a view to ensure that these are duly accounted in the general and program ledgers.

3. The auditors reviewed procedures of funds control as well as implementation thereof for the purposes of contracts with financial institutions and other contracting institutions. Bank accounts were reviewed as well as control thereof. Positive confirmation of balances was performed.

4. It was identified whether the advances of funds are duly supported by documents; it was checked whether the funds advanced, available, and disbursed were duly reconciled. The Auditors ensured that the funds received

from USAID were duly accounted by the recipient and that the corresponding accounting records are periodically reconciled with the information provided by USAID.

5. It was identified whether there was any program income subject to audit.

6. Procurement procedures were reviewed to determine whether sound commercial practices including competition were applied, reasonable prices were obtained and adequate controls were in place over the qualities and quantities received.

7. Direct salary costs were reviewed to determine whether salary rates are reasonable for that position, whether these rates are approved by USAID, whenever applicable; it was also ensured that the above costs are duly supported by the appropriate payroll records. It was ensured that overtime work whenever charged to the program was allowable under the agreements terms. It was revealed that allowances and fringe benefits received by the employees were in compliance with the agreement and the applicable laws and regulations.

8. Costs pertaining to travel and transportation were reviewed to ensure that these are supported by documents and approved in due course.

9. Commodities (e.g. supplies, materials, vehicles, equipment, food products, tools etc.) purchased by the Grantee were reviewed. It was revealed that USAID have not purchased any commodities for the Grantee. The actual existence of commodities was checked as well as appropriate use thereof under the terms of the agreement; it was also checked whether there exist any internal control procedures for these purposes and whether these procedures are adequately implemented for the purposes of safeguarding the said commodities. In the course of audit it was ensured that the commodities were properly used for the intended purposes and that the sample made for end-use review is in compliance with the risk assessment. Generally, end-use reports reviews involved site visits to verify that the commodities exist or were used for the intended purposes in accordance with the terms of the agreement. In the course of end-use review, the Auditors have ensured that the commodities were duly marked in accordance with the agreement or the requirements of the grant. There were identified no commodities, for which it is not possible to verify existence or use for the intended purposes under the terms of the agreement. The Auditors have determined the cost of commodities based on supporting documentation provided by the Grantee.

10. Both technical assistance and services procured by the Grantee or directly by USAID for the use of the Grantee were reviewed. It was revealed that the technical assistance and services were appropriately used, i.e. used in accordance with the terms of the agreement. No costs of technical assistance and services that were not properly used, i.e. not used in accordance with the agreements terms, were revealed.

    In the course of testing for compliance with the agreement terms and applicable laws and regulations, the Auditors have not only considered the agreements between the Grantee and USAID, but also the agreements between the Grantee and non-U.S. contractors providing technical assistance and services. The agreements between the recipient and the non-U.S. contractors were audited using the same audit steps as described in the other paragraphs of this section, including all tests necessary to determine that costs incurred are allowable, allocable, reasonable, and supported with adequate documentation.

11. The compliance with requirements on placing advance amounts obtained from USAID into an interest-bearing account was reviewed. It was revealed that at the audited period the recipient placed USAID funds into an interest-bearing account and gained interest therefrom. The recipient explained the reasons of having no interest profit from placing the USAID funds. Due to the peculiarities of statutory regulation of activities of noncommercial organizations in Russia those non-commercial shall be guided by the priority of protection of the amounts earned, rather than gaining the interest profit, when choosing a bank or a bank account usage mode. The recipient noted that under the given circumstances it chose a bank and a bank account usage mode providing maximum security and safeguard of the USAID funds that did not allow gaining the interest profit from the USAID funds placement. It was noted that the recipient's actions do not contradict the USAID Agreement provisions (in case the most reasonably obtainable interest profit is less than 250 US dollars per annum, this requirement is not mandatory).

B. Internal Control

The Auditors acquired sufficient comprehension of the entity and its environment, including its internal control for the purposes of assessing the risk of material misstatement in financial statements due to error or fraud; the Auditors have also worked out types of test and considered time and relevancy of additional procedures. For the purposes of such comprehension the Auditors gained insight into the structure of internal control exerted over tasks under USAID programs; the Auditors have identified whether the internal control exists.

C. Compliance with Legislation and Provisions of the Agreement

In the course of auditing compliance with the terms of the agreement and the actual legislation and rules applicable to the USAID programs, the Auditors was guided by the provisions of AICPA SAS No. 74 (AU801), as well as Mandatory Standard Provisions (Revision Date: 01/23/2009) and Guidelines for Financial Audits Contracted by Foreign Recipients (February, 2009), and the provisions of the Russian legislation whenever applicable.

In accordance with the U.S. Government Auditing Standards, we have also issued other reports on our consideration of the Fund's internal control over financial reporting and our tests of its compliance with certain provisions of laws and regulations.

In accordance with U.S. Government Auditing Standards, we have also issued our Letter to Management dated March 29, 2013, on our consideration on our tests of its internal control, accounting system and compliance with certain provisions of laws and regulations. This letter is an integral part of an audit performed in accordance with U.S. *Government Auditing Standards* and should be read in conjunction with this Independent's Auditor's Report in considering the Fund Accountability Statement under the Grant Agreement.

Status of the Previous Audit Recommendations

Subject to US *Government Auditing Standards* we had to review the application and fulfillment of the recommendations and notes referred to the Independent Auditor's Report and the Letter to Management for the previous period. In our Letter to Management dated December 24, 2012 we have made only inessential comment relating to internal control. In our opinion, this comment was duly followed.

Audit Results Summary

The results of audit can be summarized as follows:

In our opinion, the fund accountability statement presents fairly, in all material respects, revenue received and costs paid and reimbursed for the year ended December 31, 2012 subject to the terms and provisions of the Cooperative Agreement and the procedure for cash inflow and outflow accounting. We noted no material matters involving the internal control structure and its operation that we consider to be material omissions.

The results of our tests disclosed no instances of noncompliance with provisions of agreement terms and applicable laws and regulations that are required to be reported here under U.S. Government Auditing Standards issued by the Comptroller General of the United States.

Brief Summary of Management Comments

We discussed the results with the Fund's management and it gave a written consent to the findings we made.

This message is intended for the information of the Fund and the U.S. Agency for International Development (USAID). Financial information contained in this letter may be privileged. The restrictions of 18 U.S.C. 1905 must be considered before any information is released to the public.

G.Neverov
Director, RTF-Audit
March 29, 2013

2. INDEPENDENT AUDITOR'S REPORT

ON FUND ACCOUNTABILITY STATEMENT

Общество с ограниченной ответственностью
«РТФ-Аудит»

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Independent Auditor's Report on Fund Accountability Statement

Board of Directors
Fund for Sustainable Development
10 Olympiisky Pr., Building 1-2, Office VII,
Moscow 129090, Russia

We have audited the Fund Accountability Statement of the Fund for Sustainable Development (hereinafter referred to as the Fund) for the year ended December 31, 2012. The Fund Accountability Statement is the responsibility of the Fund's management. Our responsibility is to express an opinion on the Fund Accountability Statement based on our audit.

Except as discussed in the following paragraphs, we conducted our audit of the Fund Accountability Statement in accordance with the U.S. Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial reporting is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial reporting. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

We do not have a continuing education program that fully satisfies the requirement set forth in Chapter 3, paragraph 3.46 of U.S. Government Auditing Standards. However, our current program provides for at least 80 hours of continuing education and training every two years. We are taking appropriate steps to implement a continuing education program that fully satisfies the requirement.

We did not have an external quality control review by an unaffiliated audit organization as required by Chapter 3, paragraph 3.50 and 3.55 of U.S. Government Auditing Standards. We are taking appropriate steps in order to arrange such program in future.

In our opinion, the Fund Accountability Statement referred to above presents fairly, in all material respects, program revenues, costs incurred and reimbursed, and commodities and technical assistance directly procured by USAID for the year then ended in accordance with the terms of the agreements and in conformity with the basis of accounting described in Note 1.

Independent Auditor's Report on Fund Accountability Statement
(continued)

In accordance with U.S. Government Auditing Standards, we have also issued our reports dated March 29, 2013, on our consideration of the Fund's internal control over financial reporting and our tests of its compliance with certain provisions of laws and regulations. Those reports are an integral part of an audit performed in accordance with U.S. Government Auditing Standards and should be read in conjunction with this Independent Auditor's Report in considering the results of our audit.

This report is intended for the information of the Fund and the U.S. Agency for International Development (USAID). Financial information contained in this report may be privileged. The restrictions of 18 U.S.C. 1905 must be considered before any information is released to the public.

G.Neverov
Director, RTF-Audit

March 29, 2013

Fund for Sustainable Development

Fund Accountability Statement (USD)
for the period from January 01, 2012 through December 31, 2012

	Budget (Obligated)	Previous Period	Period under audit 01.01.2012-12.31.2012		Questioned costs		Notes
			Budget*	Actual	Ineligible	Unsupported	
Revenue							
AID-118-A-11-00015 (USAID)	$1,435,000	$442,000		$993,000	-	-	-
Total revenue	**$1,435,000**	**$442,000**		**$993,000**	-	-	-
Costs							
Personnel and Fringe Benefits	$ 506,710	$ 129,637		$291,177	-	-	-
Subagreements	$ 544,000	$ 78,284		$277,120	-	-	-
Program Management	$ 141,760	$ 40,112		$79,136	-	-	-
Travel	$ 43,100	$ 7,617		$17,326	-	-	-
Supplies and Equipment	$ 24,100	$ 5,270		$13,889	-	-	-
Audit	$ 30,000	-		$7,165	-	-	-
Other Direct Costs	$ 145,330	$ 87,779		$131,602	-	-	-
Personnel and Fringe Benefits	$ 506,710	$ 129,637		$291,177	-	-	-
Total Costs	**$1,435,000**	**$ 348,699**		**$817,415**	-	-	-
Outstanding Fund Balance		**$ 93,301**		**$268,886**			

*Cooperative AgreementNo.AID-118-A-11-00015 provides for the budget for the whole life of the Agreement. No separate budget for a calendar quarter or year is stipulated.

The Fund for Sustainable Development
Notes to Fund Accountability Statement
for the period from January 01, 2012 through December 31, 2012

1. Principle Accounting Policies

1.1. Basis of Presentation

The Fund Accountability Statement has been prepared on a cash receipts and disbursement basis, whereby revenue and costs are recognized when paid. Accounting practices prescribed by Office of Management and Budget Circular A-122 and U.S. AID Guidelines for Financial Audits Contracted by Foreign Recipients (February 2009) were followed.

1.2 Reporting Currency

The reporting currency for the Fund Accountability Statement is the US Dollar (USD). The statutory accounting records are kept and payments are effected in Russian Rubles (RUR). At the audited period the funds were procured from USAID in USD, thus involving no conversion for the purposes of the Fund Accountability Statement. All the costs were paid in RUR and were converted into US Dollars for the purposes of the Fund Accountability Statement at the rate of the RF Central Bank as of the date of costs payment, except for payroll expenditure converted from RUR into US Dollar at the fixed rate of 31 RUR per US Dollar.

1.3 Revenue

Revenue is recognized when received.

1.4 Costs

Costs are recognized when paid.

2. Reconciliation of Fund Balance under Fund Accountability Statement (USAID Cooperative Agreement No. AID-118-A-11-00015-00 (USD)

Fund balance as of December 31, 2011	$93,301
Funds received from USAID for the period	$993,000
Program costs incurred for the period	($817,415)
Program fund balance as of December 31, 2012	**$268,886**
Interest gained from placing funds into a bank account See Note 2.1	-
Fund's cash balance as of December 31, 2012	**$268,886**

The Fund for Sustainable Development
Notes to Fund Accountability Statement
for the period from January 01, 2012 through December 31, 2012
(continued)

Note to Reconciliation of Fund Balance

2.1. Interest gained from placing funds into a bank account.

It was revealed that at the audited period the recipient placed USAID funds into an interest-bearing account and gained interest therefrom. The recipient explained the reasons of having no interest profit from placing the USAID funds. Due to the peculiarities of statutory regulation of activities of noncommercial organizations in Russia those non-commercial shall be guided by the priority of protection of the amounts earned, rather than gaining the interest profit, when choosing a bank or a bank account usage mode. The recipient noted that under the given circumstances it chose a bank and a bank account usage mode providing maximum security and safeguard of the USAID funds that did not allow gaining the interest profit from the USAID funds placement. It was noted that the recipient's actions do not contradict the USAID Agreement provisions (in case the most reasonably obtainable interest profit is less than 250 US dollars per annum, this requirement is not mandatory).

3. INDEPENDENT AUDITOR’S REPORT ON INTERNAL CONTROL

Общество с ограниченной ответственностью
«РТФ-Аудит»

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Independent Auditor's Report on Internal Control

Board of Directors
Fund for Sustainable Development
10 Olympiisky Pr., Building 1-2, Office VII,
Moscow 129090, Russia

We have audited the Fund Accountability Statement of the Fund for Sustainable Development (hereinafter referred to as the Fund) for the year ended December 31, 2012, and have issued our report on it dated March 29, 2013.

Except for not having a fully satisfactory continuing education program and not having an external quality control review by an unaffiliated audit organization (as described in our report on the fund accountability statement) we conducted our audit in accordance with the U.S. Government Auditing Standards issued by the Comptroller General of the United States. In planning and performing our audit, we considered the entity's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing and opinion on the effectiveness of the entity's internal control. Accordingly, we do not express an opinion on the effectiveness of the entity's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above.

However, we noted certain immaterial matters involving internal control and its operation that we have reported to the Fund's management in a separate letter dated March 29, 2013.

Independent Auditor's Report on Internal Control
(continued)

This report is intended for the information of the Fund and the U.S. Agency for International Development (USAID). Financial information contained in this report may be privileged. The restrictions of 18 U.S.C. 1905 must be considered before any information is released to the public.

G.Neverov
Director, RTF-Audit

March 29, 2013

4. INDEPENDENT AUDITOR’S REPORT ON COMPLIANCE

Общество с ограниченной ответственностью
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Independent Auditor's Report on Compliance

Board of Directors
Fund for Sustainable Development
10 Olympiisky Pr., Building 1-2, Office VII,
Moscow 129090, Russia

We have audited the Fund Accountability Statement of the Fund for Sustainable Development (hereinafter referred to as the Fund) for the year ended December 31, 2012, and have issued our report on it dated March 29, 2013.

Except for not having a fully satisfactory continuing education program and not having an external quality control review by an unaffiliated audit organization (as described in our report on the fund accountability statement) we conducted our audit in accordance with U.S. Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the fund accountability statement is free of material misstatement resulting from violations of agreement terms and laws and regulations that have a direct and material effect on the determination of the fund accountability statement amounts.

Compliance with agreement terms and laws and regulations applicable to the Fund is the responsibility of the Fund's management. As part of obtaining reasonable assurance about whether the fund accountability statement is free of material misstatement, we performed tests of the Fund's compliance with certain provisions of agreement terms and laws and regulations. However, our objective was not to provide an opinion on overall compliance with such provisions. Accordingly, we do not express such an opinion.

The results of our tests disclosed no instances of noncompliance that are required to be reported here under U.S. Government Auditing Standards.

This report is intended for the information of the Fund and the U.S. Agency for International Development (USAID). Financial information contained in this report may be privileged. The restrictions of 18 U.S.C. 1905 must be considered before any information is released to the public.

G.Neverov
Director, RTF-Audit

March 29, 2013