

AN INTERNATIONAL ACTIVITIES PROJECT

**FROM PLANNING TO MARKETS
HOUSING IN EASTERN EUROPE**

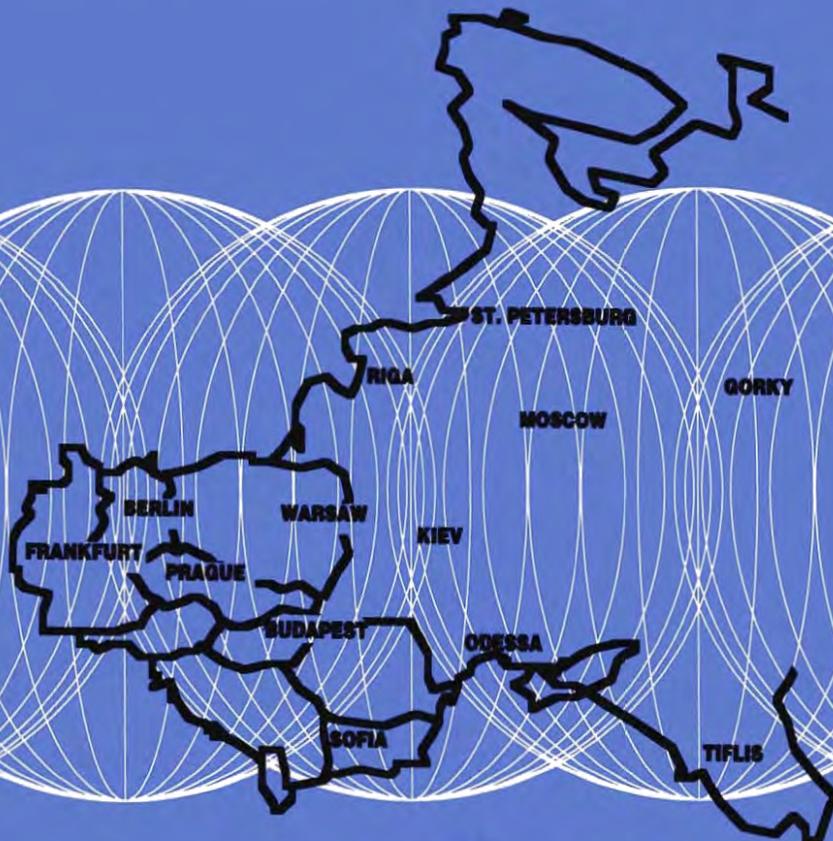
HOUSING SECTOR REFORM PROJECT

WORKPLAN

OCTOBER 1996—SEPTEMBER 1997

Prepared by

Raymond J. Struyk
Jeffrey P. Telgarsky



THE URBAN INSTITUTE

Prepared for the Office of Housing and Urban Programs (USAID)

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EXECUTIVE SUMMARY

The Housing Sector Reform Project was formally launched in September 1992, with the signing of contracts between USAID and the Urban Institute, on the one hand, and USAID and PADCO, on the other. Under these "HSRP I" contracts, the Urban Institute worked primarily in European Russia and PADCO in Urals and Western Siberia regions. "HSRP II" was initiated in October 1996, with the signing of a contract between USAID and the Urban Institute for certain extensions to the overall work program beyond HSRP I and for a concentrated effort in four sites: Moscow, Nizhni Novgorod Oblast, Vladimir Oblast and Ryazan. Implementation of both parts of the program have been guided by workplans prepared annually.

This document presents the workplan for the October 1996 - September 1997 for the HSRP I and II combined. During this period HSRP I funds will be fully expended; the termination date of the contract is in September, 1997. For HSRP II, this is the first option year. Because of the closeness of the topics addressed in HSRP I and II, the program has been developed as a fully integrated one. Hence, the presentation in the main body of the workplan does not distinguish between the two funding sources. However, the summary of staffing and budget sections allocate tasks between the two contracts.

The workplan is for the "core" HSRP program, by which is meant the continuation and adjustment of the general program of work carried out by the Urban Institute in 1995-1996. This definition excludes several related but not integral activities:

- Additional funding to HSRP II in May 1995 for two tasks to be executed by subcontracts to the Urban Institute on a largely independent basis: the "roll out" of assistance to Vodokanals with tariff reform; and assistance with budgeting to cities participating in the World Bank's Enterprise Housing Divestiture Program.
- Three task orders likely to be awarded to the Urban Institute under the companion HSRP II "requirements contract."
- The "set-aside" of funds for assistance for the Agency for Mortgage Lending to help it begin operations, should it be created in the next year. If it is not created, these funds will be reprogrammed in the 1997-1998 workplan.

The relation of these tasks to those described in the workplan is noted in the write-ups of the individual activities.

This plan outlines a program of work that is at a somewhat more modest level than the 1995-1996 effort. As such it signals the beginning of program wind-down that will conclude by September 1998, if current plans hold. However, the planned work is ambitious. Importantly, the workplan is based on the assumption that the Russian Parliament passes the law exempting firms implementing USAID-supported programs, Russian and American, from Russian taxes. If this exemption is not obtained, the program outlined would have to be reduced quite dramatically—activity levels must be reduced by about one-third from those described.



The highlights of the program can be encapsulated as follows:

■ **Promotion of Institutionalization.** The program maintains its strong emphasis on institutionalization of the reform process. The Institute for Urban Economics (IUE)—a private non-profit Russian firm created in 1995 by Russian professionals working on HSRP to continue work on housing and urban reform after the conclusion of USG assistance—will take primary responsibility for several programs within HSRP. With the near-termination of the USAID-supported demonstration projects in mortgage finance for home purchase, IUE will offer consulting services on a commercial basis to interested banks. The second main direction of institutionalization is organizing the presentation of training courses by Russian institutions with a genuine interest in a topic on a fee-earning basis.

■ **Some Activities Terminated.** Active promotion of public-private partnerships for housing development, which was found not to be a fertile area for demonstration projects during the past year, will not be continued. The demonstration project on local land zoning in St. Petersburg will be discontinued in light of the work ongoing under the large separately funded zoning task order.

■ **Significant Reductions Where Success Has Been Achieved.** While overall level of activity is moderately lower than in the previous year, there are very sharp reductions in three areas:

- Mortgage finance;
- Assistance to developers in preparing applications to obtain construction period finance; and
- Housing codes (i.e., codes governing use and conditions in apartments in existing buildings).

■ **Continued Development of Legislation.** Work on the development of legislation and implementing regulations in the housing, land and real estate areas will continue at a moderately reduced level from the previous year.

■ **Adjustments to Work with Russia's Regions.** The intensity of work on a series of demonstrations will decline or increase modestly, but all will be continued in order to attain a "critical mass" of activity that will be self-sustaining after the project's termination:

- Enterprise housing divestiture;
- Introduction of competitively selected firms to maintain and manage the municipal housing stock;
- Formation of condominium associations;
- Development of market sources of finance for housing-related infrastructure; and
- Lending by banks to developers of residential projects for construction period finance.

While sustaining these activities, there will be a general shift in the mode of work for the first three projects just listed. The number of cities receiving on-site technical assistance will decline from about 25 to 12-13. Greater emphasis will be placed on training activities—both in Moscow and the regions—and staff will be available in Moscow to consult with officials and bankers from regional cities.



Four of the cities included will be Regional Centers. These Centers have been deliberately chosen to extend the reach of reforms into areas previously comparatively underserved by the Housing Sector Reform Program. Each Regional Center will serve as a "hub" for regional training activities. Officials or banks from surrounding regions will be invited to participate in training programs and seminars and project staff will be available in each Regional Center for consultation on a regularly scheduled basis. The Centers are: Rostov-on-Don for Southern Russia, Vladivostok for Far Eastern Russia, Irkusk for Eastern Siberia, and St. Petersburg for the Far North (selected over a more northern location because of its superior travel connections to the principal cities of the region).

■ **Continued Sector Monitoring and Evaluation.** Over the years the benefits from tracking general sector developments and rigorously evaluating certain new programs have yielded large benefits by providing the necessary base for new legislation. These activities are continued in the workplan at a lower level and the staffing shifted decisively in favor of Russians.



HOUSING SECTOR REFORM PROJECT

WORKPLAN

OCTOBER 1996-SEPTEMBER 1997

1. INTRODUCTION

The Housing Sector Reform Program was formally launched in September 1992, with the signing of contracts between USAID and the Urban Institute, on the one hand, and USAID and PADCO, on the other. Under these "HSRP I" contracts, the Urban Institute worked primarily in European Russia and PADCO in regions further to the east. "HSRP II" was initiated in October 1996, with the signing of a contract between USAID and the Urban Institute for certain extensions to the overall work program beyond HSRP I and for a concentrated effort in four sites: Moscow, Nizhni Novgorod Oblast, Vladimir Oblast and Ryazan. Implementation of both parts of the program have been guided by workplans prepared annually.

The Housing Sector Reform Program is a comprehensive sector reform effort. It includes the five elements generally thought to be necessary for a full program: development of the necessary legal base for market oriented relations; demonstration projects to introduce new practices; a program for monitoring sector developments to inform the policy development process and a evaluation component to document the results of the demonstration projects; aggressive program of dissemination of legal reforms and innovations to municipal governments, banks, and other clients; and, institutionalization of the reform process.

Overall, according the U.S. Government Accounting Office and USAID evaluations, the Housing Sector Reform Program has proven to be highly effective over its life in assisting in the enactment of a highly progressive legislative program, conducting key demonstration projects, documenting sector developments, disseminating findings and beginning the demanding task of institutionalization.

This document presents the workplan for the October 1996 - September 1997 for the HSRP I and II combined. During this period HSRP I funds will be fully expended; the termination date of the contract is in September, 1997. For HSRP II, this is the first option year. Because of the closeness of the topics addressed in HSRP I and II, the program has been developed as a fully integrated one.¹ Hence, the presentation in the main body of the workplan does not distinguish between the two funding sources. However, the summary of staffing and budget sections allocate tasks between the two contracts.

¹ The presentation *excludes*, however, task orders directed at real estate reform given to the Urban Institute under the companion "requirements" contract which was awarded with the Housing Sector Reform Project II contract. The workplan was prepared with these other activities in mind and these are referenced in the "coordination" sections where appropriate. It also excludes two tasks added to the main contract in May 1996 which will be executed by subcontractors to the Urban Institute with little reference to the rest of HSRP: (1) the "roll out" of assistance to municipal Vodokanals with tariff reform being undertaken by PADCO; and, (2) assistance with municipal budgeting to cities participating in the World Bank's Enterprise Sector Reform Project, which will be delivered by Research Triangle Institute.

1.A. Overview

This plan outlines a program of work that is at a somewhat more modest level than the 1995-1996 effort. As such it signals the beginning of program wind-down that will conclude by September 1998, if current plans hold. However, the plans are ambitious. They assume that Russian Parliament passes the law exempting firms implementing USAID-supported program from Russian taxes. If this exemption is not obtained, the program outlined would have to be reduced quite dramatically—activity levels must be reduced by about one-third from those described.²

The highlights of the program can be encapsulated as follows:

- There is modest overall retrenchment in activity, but the program maintains its strong emphasis on institutionalization of the reform process.
- There are very sharp reductions in three areas:
 - Mortgage finance;
 - Assistance to developers in preparing applications to obtain construction period finance; and
 - Housing codes (i.e., codes governing use and conditions in apartments in existing buildings).

Low levels of work to foster continued development in each area will, however, continue. (The work program is sketched in Table 1.)

- Active promotion of public-private partnerships for housing development, which was found not to be a fertile area for demonstration projects during the past year, will not be continued. The demonstration project on local land zoning in St. Petersburg will be discontinued in light of the work ongoing under the large separately funded zoning task order.
- Work on the development of legislation and implementing regulations in the housing, land and real estate areas will continue at a moderately reduced level from the previous year.
- The intensity of work on a series of demonstrations will decline or increase modestly, but all will be continued in order to attain a "critical mass" of activity that will be self-sustaining after the project's termination:
 - Enterprise housing divestiture;
 - Introduction of competitively selected firms to maintain and manage the municipal housing stock;
 - Formation of condominium associations;
 - Development of market sources of finance for housing-related infrastructure; and
 - Lending by banks to developers of residential projects for construction period finance.

² Summary budget figures are provided in the final section.



Table 1
Allocation of Activity in HSRP in 1996-1997

Reform Area	Disposition and Comments
National housing and land legislation development	Continue at moderately reduced level
<i>Finance</i>	
— Mortgage finance	Lower LOE; concentrate on banks in new regional cities and on training. IUE to offer consulting services to other banks. Extent of assistance Agency for Mortgage Lending, should it be created, is not yet defined.
— Construction finance	Modest increase in Russia LOE for working with banks; developers assisted thru training; expansion to more banks
— Infrastructure finance	Substitution of Russians for U.S. LOE; developers assisted thru training. Expansion to more cities on demand basis.
<i>Reforms for Existing Housing</i>	
— Maintenance and management	Reduction in LOE, with termination of most city-resident advisors.
— Condominium creation	Reduction in LOE, with termination of most city-resident advisors.
— Enterprise divestiture	Reduction in LOE, with termination of most city-resident advisors.
— Housing allowances	Continue advice to national government and priority cities.
— Housing codes	Low level of effort with Moscow City office to strengthen national program.
Program monitoring and evaluation	Reduction in U.S. LOE; increase in Russian LOE.
Dissemination	Some reduction due to cooperation with "reform deepening" activities.

- While sustaining these activities, there will be a general shift in the mode of work for the first three projects listed in point 5. The number of cities receiving on-site technical assistance will decline from about 25 to 12-13. Greater emphasis will be placed on training activities—both in Moscow and the regions—and staff will be available in Moscow to consult with officials and bankers from regional cities. Table 2 lists the cities to be included as priority sites.
- Four of the cities included will be Regional Centers. These Centers have been deliberately chosen to extend the reach of reforms into areas previously comparatively underserved by the Housing Sector Reform Program. Each Regional Center will serve

as a "hub" for regional training activities. Officials or banks from surrounding regions will be invited to participate in training programs and seminars and project staff will be available in each Regional Center for consultation on a regularly scheduled basis. (The reasons for the choice of specific cities are given in the next section.)

- Sector monitoring and evaluation activities will be continued at a lower level.

Table 2
Principal Sites for HSRP Activity in 1996-1997

City Group	Description
Moscow St. Petersburg	National priority cities; full program at somewhat reduced level of intensity
Vladimir Ryazan Nizhni Novgorod	Completion of Year One HSRP II activities and maintaining momentum of other reforms; Vladimir and Ryazan are World Bank divestiture sites
Volkov Petrozavodsk Cherepovets Orenburg	World Bank enterprise housing divestiture sites; continue maintenance and management and housing allowance activities
<i>Regional Centers</i>	
Vladivostok (Far East) Irkusk (Eastern) Rostov-on-Don (Southern) St. Petersburg (Far North)	Expanded regional program serving important leading cities "new" to the program; cities will serve as base for regional seminars and training.

1.B. Selection of Regional Centers

We had three criteria for selecting Regional Centers:

- The city should not have previously been the site of a significant technical assistance program under HSRP.
- The city and oblast administrations should give a clear expression of interest in participating in housing sector reforms, particularly those elements included in the enterprise housing divestiture part of HSRP.
- The city must be a good transportation hub for its region.

The second criteria was given substantial weight for three reasons. First, the HSRP teams visiting the city will have time to work in detail with local officials. If the locality is not ready and willing to work on reforms, some of team's time would be wasted. Second, it is important for the seminars given to participants from the Regional Center and from others parts of the region to take place in a positive, pro-reform atmosphere. Third, some of the seminars will work best if the lessons can be

illustrated with practical, real world examples *from that region*. Local speakers relating their experiences and occasional site visits will be very important in "selling" reforms to other participants.

■ **St. Petersburg (Far North Regional Center)**. While the team would have preferred a true city of the Far North, e.g., Murmansk or Arkanglsk, these sites proved unworkable because of poor interregional transportation. St. Petersburg was selected because it is a northern city, a good transportation hub, and the site of significant housing sector reform work.

■ **Vladivostok (Far East Regional Center)**. The choice in this instance was quite simple: it is the only city of the region with which we are well-acquainted, the City is moving forward on reforms with HSRP assistance and can serve as the "working site" for the region.

Since a visit by Struyk, Kosareva, and Suchkov to the city in September 1995, a good but limited working relation has developed between the City Administration and HSRP. A one week visit to Moscow by the deputy head of the Department of Housing and Communal Services followed. Shapiro and Sivaev visited the City in the spring to work intensively on structuring competitive maintenance for the municipal housing stock and condominium formation. Thereafter, delegation of five from the Department of Housing and Communal Services spent two weeks visited several HSRP II cities to see reform in action. The Deputy Head of the City Administration, Viktor Sugak, has sent a letter strongly requesting further help from HSRP. The city is also well connected to the other principal cities of the region.

■ **Irkusk (Eastern Regional Center)**. Because of the intense activity of the "Eastern" or PADCO portion of HSRP over the past four years in the Urals-Western Siberia region, the choices among sites was more limited. The team focussed on two candidates, both east of Novosibirsk: Irkusk and Krasnoyarsk. Detailed inquiries were made in both cities as the basis for selection.

Irkusk was known to the HSRP team through two channels. First is our direct work with the East Siberian Commercial Bank on all aspects of housing lending and through a 1994 housing finance seminar hosted by the Oblast Administration and the realty firm, "Vincent." Second is the positive reputation the City enjoys from its participation in other USAID-supported real estate sector projects, including zoning and title registration. An Urban Institute team visited Irkusk in mid-July and received enthusiastic responses from both the Oblast and Municipal administrations at the Deputy Governor and Deputy Mayor level. The Oblast strongly pressed, however, for the team to work with it on preparing a detailed plan for implementation of the financial side of the "Svoi Dom" program, a request that seems reasonable.

Krasnoyarsk Krai administration has a strong reputation for being progressive in some aspects of housing reform—especially, rent reform and the organization of the housing allowance program. Members of the Krai administration have visited Moscow several times over the past eighteen months and there is a good working relationship between HSRP and the Administration. These officials pledge their full cooperation if the city were selected as a Regional Center. The Krai is extremely large, and covers an enormous distance north to south. Thus, a full range of climatic conditions, and the associated problems in tariff and rent setting, would be represented. It also contains numerous one-factory towns that pose special problems for enterprise divestiture. On the other hand, municipal administration officials were found to be less interested and it developed that there are some contradictions between oblast and municipal officials.



Based on the foregoing, it was decided to select Irkusk.

■ **Rostov-on-Don (Southern Regional Center).** The team began with three serious candidates for this center: Astrahan, Rostov-on-Don, and Krasnodar. These cities have in common that they are far to the south, in the so-called "Red Belt." All three are also substantial local transportation centers. Astrahan was eliminated early in the process because of the reputation with Ministri officials and some people in the region with whom we work of Astrahan's housing officials being distinctly non progressive.

A team from the Urban Institute visited Rostov-on-Don to hold discussions with local officials about their interest in working closely with the HSRP team on housing reform. The response from both Oblast and City officials was positive. Another distinct advantage of Rostov is its proximity to Novocherkassk (40 kilometers). While the program has stopped working with Novocherkassk because it was eliminated as a World Bank housing divestiture loan site, officials there are enthusiastic about continuing cooperation—including being local speakers at regional seminars and the city serving as a demonstration site for housing maintenance reform and condominium creation. Also worth noting is the fact that the oblast voted strongly for Yeltsin in the presidential election runoff, distinguishing it from most of its neighbors.

Based on various contacts with officials from Krasnodar over the past two years, the team has a generally positive view of the administration. Initial phone discussions with officials about serving as a regional center, also were reassuring. However, the press time for making a city selection prevented us from making a separate site visit; and the strong response from Rostov-on-Don made such a visit expendable. The team plans to make a working visit to the City in September, during which the strong participation of officials in the regional program will be solicited.

1.C. Distribution of Responsibility Among Firms

The Urban Institute as the principal contractor will have primary responsibility for all work under the contract. However, during the plan period the Institute will assign responsibility for execution of several parts of the work to Research Triangle Institute and to the Institute for Urban Economics (IUE), a private non profit Russian public policy organization that is a subcontractor to the Urban Institute. Specifically, the allocation of responsibility for day-to-day execution and management will be:

Activity Area	Lead Firm
Policy/legislation	Urban Institute
Housing allowances	IUE
Condominiums, maintenance & management	IUE
Mortgage finance	IUE
Construction finance	Urban Institute
Infrastructure	Research Triangle/IUE
Housing codes	Urban Institute
Monitoring and evaluation	Urban Institute



Other U.S. member firms of the consortium are PADCO, Fannie Mae, Abt Associates, Quadel Consulting, and Mendez England & Associates. They will be asked to recruit and manage short-term consultants as needed.

Three other Russian firms were included in the proposal: Polis-3, the Leontief Center, and AUREC. In the past year Polis-3 worked on-construction period finance with developers and Leontief Center and AUREC on various parts of the St. Petersburg project. Similar roles are envisioned for the current plan period.

1.D. Organization of the Presentation

Section 2 presents an activity-by-activity description of the planned work. Following this, we present several summaries to facilitate review and discussion: an overview of institutionalization plans, anticipated project milestones, a staffing summary by task, a restatement of performance indicators and a summary budget for the work.



2. PLANS FOR PROGRAM COMPONENTS

2.A. *Housing Finance*

2.A.1. Mortgage Finance

Current Status

Although the inflationary environment has begun to reach a level of stabilization, high interest rates and the lack of clear legislation continue to be deterrents to expanded mortgage lending activity by Russian banks. The lack of long-term resources, high reserve requirements by the Central Bank, and the high returns offered from low-risk government securities also reduce incentive for this kind of lending. While still profitable, mortgage lending is viewed as a less attractive investment when compared with lower risk state securities. Strained liquidity and the general instability within the banking sector have kept interest rates higher than expected.

Despite these factors, more and more banks have been entering the mortgage lending market for the first time. This trend can be attributed to a greater awareness of mortgage lending through our work in HSRP I and HSRP II and an overall industry trend away from speculative trading on the interbank market. Ironically, the relative instability of the banking sector may ultimately have a positive effect as banks search for new methods to diversify their business to remain competitive. More banks have identified the need to balance their investment portfolios in stable, yet less profitable investments. While the vast majority of Russian banks continue to concentrate their business in wholesale banking rather than retail and consumer lending, mortgage lending has proven to be a valid means for opening the door to a more stable banking system.

With HSRP assistance, commercial banks have implemented viable mortgage lending programs which can work effectively under the current environment. Loan originations have risen to over 4,000 mortgage loans since introduction of the program, with continued growth likely. As the returns on government bonds decrease, we expect increased activity in mortgage lending. In any case, Russian banks view mortgage lending as necessary for future growth, with most choosing to take a delayed or limited role at this time.

These factors point to the conclusion that mortgage lending has not yet reached its full potential. The project's purpose has been to introduce the mortgage lending program, however limited in scope, in order to create conditions for future expansion as economic conditions improve. Banks that have taken this initial step have positioned themselves to capture this emerging market. As the market becomes more established, these banks will have the necessary infrastructure established and a trained staff to compete and expand.

HSRP work has shown that outdated banking practices have been a stumbling block towards greater expansion of mortgage lending (and consumer lending in general). Updating amortization procedures to industry standards have proven that banks can lower the loan payments for their clients, making the loans more affordable and widening the potential mortgage lending market. The introduction of self-amortization has also had a positive effect by increasing profitability on the mortgage lending investment. By looking at a mortgage loan as an investment, banks have begun to understand that this type of lending is both profitable and stable.



The introduction of new loan products, developed specifically for the Russian economic and legislative environment, have proven to be extremely popular with Russian banks. The Bridge Loan, introduced in HSRP II, has been adopted by nine Russian banks with an estimated volume of 760 loans originated to date. The Bridge Loan is being used as a means for new banks to break into the mortgage lending market. By tapping into the existing equity of privatized units, a borrower can afford to "trade-up" to an improved unit. Using a Bridge Loan/mortgage loan program, Russian banks can offer both an affordable and lower risk loan to their clients. The Home Improvement Loan, also introduced in HSRP II, has opened the door towards a greater emphasis in the area of consumer lending. Banks offering the program have stepped-up marketing of the program through their affiliate network and are making progress in developing this potentially lucrative market.

Over the next year, the banking industry is expected to go through a period of consolidation and mergers. Banks will become leaner and more competitive. While speculative investments will continue to be a major source of activity, political and economic reality will force banks to begin the process of diversification of their investments into stable, more conservative loan products.

We remain optimistic about the continued expansion of mortgage lending in Russia. Creation of the Agency for Mortgage Lending through a Government Resolution on August 26, 1996 is expected to give a major boost to bank's interest in mortgage lending and we may see sharply increased lending activity in the next year. The establishment of regulations on mortgage lending by the Central Bank and the eventual passage of the Law on Mortgage will also have positive effects on the development of this industry. Banks working with the Urban Institute under HSRP I and HSRP II have made a firm commitment to mortgage lending and will continue to expand as market conditions warrant. Table 3 gives the current lending status of banks with whom the HSRP is working in the HSRP II priority cities.

Table 3
Status of Banking Lending in HSRP Target Cities

<i>Ryazan</i>	<p><i>Sergei Zhivago Commercial Bank.</i> The bank is scheduled to begin making mortgage loans during the third quarter of 1996.</p> <p><i>PrioVneshtorgbank.</i> The bank is scheduled to begin making mortgage loans during the third quarter of 1996.</p>
<i>Ekaterinburg</i>	<p><i>UralPromstroibank.</i> The bank has started its mortgage lending program and has originated 103 mortgage loans with enterprise guarantees. Expansion plans include offering the Bridge Loan and Home Improvement Loan Programs.</p> <p><i>Sverlovsksochbank.</i> Will begin making mortgage loans to the general public on September 1, 1996.</p> <p><i>SKB Bank.</i> Will begin making mortgage loans to the general public in September 1996.</p>



Table 3 (continued)
Status of Banking Lending in HSRP Target Cities

<i>Nizhni Novgorod</i>	<p><i>NBD Bank:</i> The bank has originated 29 mortgage loans to the general public. Future plans call for offering the Bridge Loan in Fall 1996.</p> <p><i>Inkombank Affiliate:</i> The bank has originated 65 mortgage loans to the general public using the Bridge Loan Program.</p> <p><i>Nizhnegorodsky Land Bank:</i> The bank has originated approximately 114 mortgage loans to the general public since our work with the bank commenced in 1994. The bank is not offering the Bridge Loan or Home Improvement Loan.</p>
<i>Moscow</i>	<p><i>Mosbusinessbank:</i> Originations of 223 mortgage loans since 1994 to bank employees. The bank has made 14 home improvement loans and plans to offer the Bridge Loan this year. Future plans call for offering loans to the general public.</p> <p><i>Stolichny Bank:</i> Originations of 1,720 mortgage loans since 1995 to the general public. The Bridge Loan is currently offered and continued expansion is expected.</p> <p><i>Nefthanoi Bank:</i> The bank recently started mortgage lending activity after originating approximately 300 mortgage loans to the general public in 1995 and subsequently stopping following the Banking Crisis of 1995. The bank plans to offer the Bridge Loan this year.</p> <p><i>Joint Stock Mortgage Bank:</i> The bank has been slow to start its program due to on-going financial problems. However, they have stated that they have originated 4 mortgage loans and will resume mortgage lending activity before the end of the year.</p> <p><i>Menatep Bank:</i> The bank has continued limited activity to its own employees and has originated approximately 130 mortgage loans since 1995. The bank has shown recent interest in accelerating its program and is in the process of restructuring.</p> <p><i>Moscow United Industrial Bank:</i> Employees from Baltchug Bank have been moved to this bank, which expects to begin mortgage lending activity by the fourth quarter of 1996. The bank will use the Bridge Loan as a major part of its program.</p> <p><i>Diamont Bank:</i> Former employees of Krasnye Vorota and Nefthanoi Bank joined Diamont this year. The bank expects to begin mortgage lending activity, with the Bridge Loan, by the fourth quarter of 1996.</p> <p><i>Ogni Moskvwe Bank:</i> Mortgage lending activity is expected to begin during the third quarter of 1996. The bank will use the Bridge Loan Program along with a traditional mortgage loan.</p> <p><i>Ipothecobank:</i> Mortgage lending activity is expected to begin in the fourth quarter of 1996. The Bridge Loan Program has been accepted by the bank's Board of Directors.</p> <p><i>Tver Universal Bank:</i> The bank has originated approximately 525 mortgage loans to its own employees and was expected to launch the Bridge Loan in the third quarter of 1996. However, recent liquidity problems have forced the bank to temporarily cease all lending activity.</p> <p><i>Creditprombank:</i> The bank was expected to launch its mortgage lending program during the second quarter of 1996. However, recent financial problems have forced the bank to delay all lending activity.</p>



Activities During This Workplan Period

■ **Core Activity.** The program will make a dramatic turn from its activities under HSRP I and HSRP II. The housing finance program will be under the leadership of a Russian professional with a staff of Russians. While the focus of the program will remain the same, emphasis will be placed on establishing the Institute for Urban Economics as the primary source of future training and consulting. The activity of the project in this area will be scaled back considerably. The pilot phase has produced a base of thirty Russian banks, geographically diversified, which have or are scheduled to begin mortgage lending programs. These banks will be used as the base for future consultations from the Institute for Urban Economics.

Table 4
Mortgage Finance Program with Russian Banks

Targeted Cities	Banks
Moscow	Mosbusinessbank Inkombank Tver Universal Bank Joint Stock Mortgage Bank Creditprombank Nefthanoi Bank Ipothecobank Ogni Moskver Bank Moscow United Industrial Bank
Ryazan	Sergei Zhivago Commercial Bank PrioVneshtorgbank
Nizhni Novgorod	Inkombank Affiliate NBD Bank Nizhnegorodsky Interregional Land Bank
Ekaterinburg	UralPromstroibank Sverdlovsksocbank SKB Bank
Far East Region	[to be determined]
Eastern Region	East Siberian Commercial Bank
Southern Region	[To be determined]
Northern Region	St. Petersburg Bank

Note

Other banks in non-targeted cities: Bank St. Petersburg (St. Petersburg), Promstroibank (St. Petersburg), Baltiyskiy Bank (St. Petersburg), St. Petersburg Hypothecobank (St. Petersburg), Inkombank (St. Petersburg), Sokolbank (Cherepovets), Chuvashski Narodny Bank (Chubaksari), Peter the First Bank (Voronezh), and Novobank (Novgorod). The City of Vladimir will be considered for possible future cooperation as market conditions improve.



How much was proposed in consultations

Banks in the program which received technical assistance under HSRP I and HSRP II will be encouraged to continue their current relationship, but on a fee basis. The Institute for Urban Economics will become a leading institution for housing finance information, research, and innovation. Generating fee income to support the Institute for Urban Economics will be a major consideration. Banks will be asked to pay consultancy fees for work performed by staff consultants trained under HSRP I and HSRP II. Fees will also be charged for direct consultations with bank staff, training to the bank's affiliates, and speaker's fees. An overall fee schedule will be developed to encompass staff consultations, training, and computer software.

The focus on banks which have received previous technical assistance will turn towards more advanced assistance in the financial analysis, advanced business planning, risk management, and strategic planning. HSRP will continue its relationship with banks already in the program, but through the Institute for Urban Economics and under a fee-basis arrangement. The program will concentrate its USAID-supported technical assistance on banks in the new regional centers and on training through the Institute for Urban Economics. Banks will be targeted for work in mortgage lending in each of the regional centers, assuming these are cities where banks have not been previously assisted. Technical assistance to new banks within the regional centers will continue to be without charge.

Recently the Sberbank of Russia has expressed interest in reentering the mortgage lending field. Our proposal is to work with a single Sberbank regional bank or Sberbank of Russia directly (should it decide to begin retail banking operations itself). Based on this experience, quality mortgage lending would be expanded to other regions. HSRP will provide services free of charge to the initial bank, but thereafter consultancy services would be available through the Institute for Urban Economics.

USAID resources would also continue to support, on a limited basis, the mortgage training program (see discussion below).

Work with banks under HSRP has shown that the mortgage lending program is beginning to make real progress its dissemination through banks' affiliate network. Inkombank's affiliates in Nizhni Novgorod and St. Petersburg have started active mortgage lending programs; Baltiyskiy Bank in St. Petersburg and Stolichny Bank are now offering mortgage loans in some of their branch offices; and both Mosbusinessbank and Moscow United Industrial Bank have slated future expansion to their affiliates. Expansion of mortgage lending to the affiliate network will be key to the further establishment of the industry. It will also provide a future market for training by the IUE.

The program will continue to add new banks through the IUE and concentrate our efforts on providing new and more sophisticated financial services. Overall, the program's efforts will focus on promoting the following:

- Long-term Mortgage Loans: profitable, yet affordable financing for home purchase.
- Bridge Loans: financing mechanism for borrowers to tap into the existing equity of their current privatized unit to put towards the purchase of an improved unit.
- Home Improvement Loans: consumer financing for the renovation of existing units or restoration of family dachas for year-round living.



- Condominium Rehabilitation Loans: secured bank financing for condominium associations to make the necessary repairs to their buildings and common areas.
- Advanced Computer Software: up-to-date computer software to help banks track cashflows, amortize loan portfolios, originate & service loans, and strategic planning.

The team will try to secure some pilot lending for condominium rehabilitation finance by working with banks with whom we have the best relations. Given the difficult collateral issues involved, achieving even pilot lending will be demanding. Work in this area will be based on the guidelines document developed in the current year's program.

The program also stands ready to work intensively with the Agency for Mortgage Lending, should it be created by the Russian Government. In the past year the program had Fannie Mae prepare an estimate of the level and type of technical assistance the Agency would require to begin operations within a year of its creation. However, because of the uncertainty about its establishment, this potential work is not included in the workplan.

■ **Assistance to the Agency for Mortgage Lending.** Resolution of the Government of the Russian Federation No. 1010 of August 26, 1996 effectively created the Agency as part of the Government's ambitious, and market oriented, housing program, "Svoi Dom." USAID, working through HSRP, had encouraged the creation of the Agency for the past two years and had announced that it stood ready to provide technical assistance to the Agency when it was created. About \$1 million of HSRP funds have been earmarked for this purpose.

*WHAT'S NEW w/
AGENCY FOR MORTGAGE LENDING*

To prepare for the possibility of providing assistance to the Agency, the HSRP team requested in early 1996 that FNMA prepare an outline of the contents of a comprehensive technical assistance program for assisting the Agency to begin operations and price the services of U.S. experts. The FNMA reports indicates that about 60 person-months of U.S. expert assistance would be needed, plus complimentary Russian inputs on legal, tax, securities, accounting, and computer issues. FNMA also estimates that it will take about fifteen months from the start of the implementation of the technical assistance program through the issuance of the first securities by the Agency.

While the Government Resolution names the Agency's Board of Directors and allocates the Government's contribution to the Agency's equity, numerous fundamental organizational issues such as the naming of the president, recruiting key staff, and procuring office space remain. Hence, it is unclear when the Agency will be in a position to begin discussions about the technical assistance program and when the program will be initiated.

Training

Our experience with the Association of Mortgage Banks as the primary training facility for the mortgage lending industry has shown that it has not been very energetic in its activity. While the potential market for training is limited, we believe that this market will continue to grow. In order to maintain high standards and the effective dissemination of information, we will begin to concentrate our efforts on establishing the Institute for Urban Economics as the primary source for training in housing finance. IUE will offer courses jointly with other institutions, with IUE providing the trainers. Fee income generated from the training seminars will go towards continued growth of the IUE. If



necessary, we may provide tuition scholarships for staff from priority banks that are showing genuine progress. Training topics for the work plan period include the following topics:

- Risk Management;
- Advance Business Planning;
- Cashflow Management;
- Bridge Loan and Home Improvement Loan;
- Advanced Underwriting and Servicing;
- The Basics of Mortgage Lending; and
- Condominium Rehabilitation Loans.

Topics for the work plan period.

CMU prog. With HSRP assistance, IUE is also developing a program for to establish "Certified Mortgage Banker". Participants in the program will attend a School of Mortgage Banking, which will examine all aspects of the housing finance process including mortgage lending, construction finance, legal issues, and commercial mortgage lending. The school will expose students to all aspects of the mortgage lending process and will increase professionalism within the industry. Successful completion of the courses, along with points given for experience and accomplishments within the industry, will go towards formal certification as a "Certified Mortgage Banker."

As part of the overall training activity, the series of workshops for advanced bankers and IUE staff initiated last year will be continued. We anticipate two or three additional workshops will be held, the first being in October on cash flow management.

ready mortgage lending market TRAINING

With the establishment of the Agency for Mortgage Lending, the IUE may play a pivotal role in future training for the secondary market. We plan to prepare bankers already working in mortgage lending to enter the secondary market. IUE will also play an active role in the dissemination of information about the secondary market and training within the agency.

Other training activity will concentrate on regional seminars, study tours within the Russian Federation, and continued emphasis on "hands-on" training. Banks currently in our program will be asked to host other banks from time to time for on-site observation of the mortgage lending process.

Institutionalization

The Institute for Urban Economics will assume its role as the primary source for the dissemination of information on mortgage lending. The department, headed by a Russian professional, will continue to work with Russian banks on firmly establishing the industry. Mortgage lending will continue to be an important activity with the IUE, but at a diminished level of effort. Emphasis will be placed on making the consulting group leaner and self-sustaining. Some staff members already trained in mortgage lending will be transferred to other areas including construction finance and commercial mortgage lending.

Summary of Products

The following products will be offered during the course of the work plan:



- The Condominium Rehabilitation Loan Program will be introduced during the fourth quarter of 1996 to interested banks. The loan program will target cities where there has been definable progress in the formation of condominiums.
- Condominium Rehabilitation Loan Training Course offered to banks and condominium associations.
- DAIR Handbook for Lenders, which teaches bankers how to market the mortgage instrument to their clients. The handbook will also introduce marketing and consumer relations techniques.
- The Consumer Education Brochure Series will be distributed to participating banks for use on new loan products. Three new brochures (in Russian) on home improvement loans, bridge loans, and starting savings accounts for a mortgage loans will be introduced to give bank customers information on how to take advantage of these loan products. These brochures will be added to the current series on mortgages and DAIR.

*WAS IT
ALREADY
INTRODUCED*

Performance Indicators

For the work plan period, the project team has defined the following targets:

In HSRP II Contract	Proposed
10 to 15 additional banks beginning mortgage lending program using uniform loan documents and transparent criteria on a regular basis	One or two new banks added in each regional center not previously served and making loans. Additional banks will be added on through fee-based consultancies.
Another association offering training and dissemination of information on housing finance.	The Institute for Urban Economics, working with other Russian organizations, will develop enhanced training programs and be the primary source of training. A full cycle of courses offered in the Certified Mortgage Lender training program and initial graduates certified. Two banks making pilot rehabilitation loans to condominium associations.

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Summary of Staff Resources

The following resources are expected to be needed during the period:

U.S. professional staff	
Short-term consultants	4.0 person-months
Russian professional staff	
Moscow staff	35.0 person-months

The U.S. short-term staff will be primarily for introducing more sophisticated training courses.



Coordination

David Dunbar, Consultant with the Cooperative Housing Foundation (CHF), will begin work on promoting both the Home Improvement Loan and Condominium Rehabilitation Loan Program. He will start work with the base banks already in our program and target cities where there has been real progress in establishing condominium associations. Initial reactions from banks and condominium associations to this type of loan product has been guarded but positive. The Urban Institute has invited Mr. Dunbar to occupy an office with the housing finance team.

HSRP will continue to coordinate with relevant World Bank staff on the development of a housing finance loan project in Russia, which has been formally requested by the Government. It is likely that the loan will involve the Agency for Mortgage Lending as a key element. The staff responsible for the loan preparation is applying for internal Bank funds to finance technical assistance for the start up of the Agency. HSRP and USAID will coordinate closely with Bank staff on the provision of assistance.

2.A.2. Construction Period Finance

Current Status

The lack of a traditional industry infrastructure, uncertain land rights, weak underwriting capability by banks, and volatile economic and political factors have made commercial banks more conservative in undertaking residential construction projects. These factors, in addition to the high returns offered on government securities in comparison to construction finance projects, have slowed greater expansion of the industry at this time.

However, banks which have joined our program have made a firm commitment to the concept of construction finance and have identified it as an element of their future expansion plans. Banks working under HSRP II have begun the process of adopting industry-recognized procedures for construction finance, including market analysis, feasibility studies, and cashflow analysis. More Russian banks are taking an active role as investor by taking an equity position in the project. Financing is made through traditional construction lending, paid back to the bank through the sale of units.

Construction finance continues to play a crucial role in the continued expansion of the private housing market. Housing construction in Russia is characterized by "share participation", which is financed by buyer's downpayments and installment equity contributions. This situation severely limits the potential market for new housing and often leads to delayed or unfinished construction projects. Our work has focused on teaching Russian bankers the skills necessary to effectively and safely underwrite construction loan proposals and to develop recognized lender/developer relationships. Stolichny Bank and East Siberian Commercial Bank are two examples of banks now lending to developers, following procedures developed by The Urban Institute under HSRP II.

During the past year, in addition to working with thirteen banks, the HSRP team has developed a comprehensive manual to guide banks' construction period lending operations. The team has also substantially completed the development of second course for this type of lending, "Advanced Course in Lending for Residential Construction."



Overall, Russian banks are pursuing construction finance with extreme caution. However, there is a great deal of interest in learning how to improve the current practice. As political and economic conditions improve, these banks will be in a position to take advantage of trained specialists in construction finance. Banks will be able to effectively evaluate construction proposals under internationally-recognized principles.

A related part of the HSRP activity in the past year has been work with developers in six cities (Moscow, Ryazan, Ekaterinburg, Tver, Nizhni Novgorod, and St. Petersburg) to prepare strong applications to banks for construction period loans. As of this writing, one application has been completed (in Tver) and the prospects are strong that a half dozen others will be completed and submitted to banks. These applications are providing key case study material for the "how to" manual being prepared for dissemination to developers. In addition a three day training seminar has been developed on the preparation of loan applications.

Activities During This Workplan Period

Our objective in working with Russian banks is to train their staff to make rational decisions on construction period loans. Our strategy is to teach Russian bankers how to make profitable construction period loans, work with developers, and control the pace of construction to reduce overall costs. The results of these efforts are already apparent with one bank in our program. After extensive training, Stolichny Bank has completed the required applications and paperwork to receive a World Bank Housing Construction Loan. We expect other banks in our program to follow Stolichny's lead.

Table 5
Banks Working In Construction Finance

Location	Bank
Moscow	Mosbusinessbank Stolichny Bank Menatep Bank Tokobank
Ryazan	Sergei Zhivago Commercial Bank PrioVneshtorgbank
Nizhni Novgorod	NBD Bank
Ekaterinburg	UralPromstroibank Ural Industrial Commercial Bank
St. Petersburg	Bank St. Petersburg
Cherepovets	Sokoibank
Novgorod	Novobank
Far East Region	[To be determined]
Eastern Region	East Siberian Commercial Bank
Southern Region	[To be determined]
Northern Region	St. Petersburg Bank



We plan to work closely with the World Bank on training potential banks in construction finance to apply for World Bank financing. We will prepare these banks to properly administer these funds in worthwhile projects.

The work plan for construction period finance during this period includes continued expansion and emphasis on the Northern, Southern, and Eastern regional centers. In addition, we will continue work in the base cities of Ryazan, Ekaterinburg, Nizhni Novgorod, and Moscow. Specifically, we are working with the banks as shown in Table 5 above.

Banks already working in either the mortgage lending program or the World Bank Program will take first priority in the targeted cities. Our experience has shown that banks already committed to these programs are more likely to successfully implement construction lending programs.

Technical assistance to banks on construction finance will continue to be led by a U.S. consultant, who will train a staff of Russian professionals to continue the program.

Training

An extensive part of our work will be to train staff members of the IUE to become proficient in advising and training banks in construction finance. Former members of the mortgage lending team will be transferred directly to the construction finance program. Established contacts within the banking industry, along with a thorough knowledge of banking principles, will complement and strengthen the overall construction finance program.

We plan to offer follow-on training for bankers who attended the April 1996 U.S. Study Tour under HSRP II. Additional training and roundtable discussions will be included in the program. This group will form the basis of an informal association of construction lenders, sharing information and solutions to current obstacles to construction finance.

Training activity for the banks will be primarily through the Institute for Urban Economics and are likely to be offered in Moscow and selected regional cities as well. Topics will include the following:

- Housing Construction Finance;
- Control of Funds Advances;
- Construction Cashflow Modeling;
- Advanced Construction Finance;
- Market Analysis; and
- Evaluation of Real Estate.

As noted, there will be an introductory and advanced courses for bankers. The course for developers will also be offered twice during the year. Both courses—those for bankers and for developers—will be offered with partner Russian organizations.

Institutionalization

By the end of the workplan period, a staff of Russian professionals will be capable of continuing the activities of the previous year in construction finance. The team will be led by a



Russian professional. The Institute for Urban Economics will be used as the selected site to extend the program to other geographical regions through training programs. The Institute for Urban Economics will work with other training facilities within the targeted cities to disseminate information about construction finance. In the future, the team will be available on a fee basis to provide consulting services to interested banks and will continue to serve as a teaching resource for construction finance courses they or others organize and market.

We also plan to work actively with the Russian Guild of Realtors, the Russian Society of Appraisers and other organizations to co-host training seminars and to disseminate information. The Russian Guild of Realtors has agreed to work with us on developing a regional database on the sale of units through construction finance.

Products

The following products are anticipated from this work:

- Offering of individual courses to bank staff on aspects of construction period finance, cashflow analysis, and control of funds;
- Development of an Advanced Construction Finance Course to examine issues and case examples in more detail;
- On-going development of a comprehensive Construction Finance Manual, with updates as the industry develops.

Performance Indicators

In HSRP II Contract	Proposed
Five banks making construction loans using uniform loan documents and transparent lending criteria and procedures on a regular basis	Five banks making loans; banks will be from Moscow and the regional cities, with continued emphasis on assisting the World Bank Housing Sector Loan.
Establishment of an understanding between the appraisal profession and the specific needs of lenders in this area.	Dissemination of information through the Russian Society of Appraisers, other appraisal associations, and bank associations, including participation in their training courses, on industry needs and exemplar practices.

Summary of Staff Resources

The following resources are expected to be needed during the period, beyond those of the core staff:

U.S. professional staff	
Short-term consultant (D. McCarthy)	4.0 person-months
Russian professional staff	
Moscow staff	35.0 person-months



Related Activity and Coordination

The project will continue to work closely with the World Bank's project implementation team to produce loan applications for construction period finance (through training) and to encourage lenders to make these loans (through training and direct technical assistance).

The project is expected to cooperate with the "Reform Deepening" project being initiated under HSRP II. Seminar presentations and training courses on construction period finance are likely to be of interest to some of the trade associations included in the "Deepening" project and the construction finance team will cooperate fully in offering these presentations. In addition, USAID management has suggested, and the Urban Institute emphatically agrees, that it makes sense for the commercial real estate mortgage and construction period finance technical assistance projects to be operated jointly. Donald McCarthy is a seasoned expert in both areas and would take the lead, if USAID makes this decision. The IUE staff working on construction finance would be cross-trained on commercial real estate mortgage and the team enlarged as needed. Training courses may also be merged.

2.B. Infrastructure Finance

Current Status

During its first year, the infrastructure finance program has demonstrated the validity of its initial approach, working successfully in three municipalities while substantially improving and refining its capabilities for fruitful collaboration with numerous localities in its second year. In the process, three Russian professionals have gained deep and important experience in all aspects of the infrastructure finance work, so as to continue these efforts into the future.

■ **Developments During the First Year.** The first year of the program focused initially on long-term financing of infrastructure construction and/or major renovation, ideally to be partially repaid through tariff reform, in each of four target locations: Moscow City, Vladimir City, Ryazan City, and Nizhni Novgorod Oblast.

The long-term financing objective has proved to be very appropriate. Our discussions with local officials from these and other Russian localities indicate that no other mechanism, besides long-term debt, has emerged that can replace the former central government subsidies that long were the major funding source for urban infrastructure capital development. Despite the newness of the concept of long-term capital borrowing, representatives from many municipalities have expressed great interest in learning more about the possibility of financing infrastructure improvements through municipal bonds as well as the much more familiar bank loans. We have seen this interest in our work in individual cities, in our joint sponsorship of two presentations of RTI's Capital Finance Workshop (in Tomsk and in Pskov in early June 1996), and in our attendance at an earlier February 1996 offering of RTI's Capital Finance Workshop.

The tariff reform objective, while well-matched with long-term financing, has turned out to be almost universally unpopular with senior officials in every municipality where we have had substantive discussions. The repayment of long-term financing with tariff reform is logically unassailable. Moreover, cost recovery rates of many local communal services still commonly fall



below 50 percent, and it is national policy to substantially improve such cost recovery in the coming years. Despite this situation, alleged low levels of local income and high incidence of pensioners prompted nearly all local officials with whom we talked to reject any linkage between long-term financing and tariff reform. While we continue to advocate tariff reform in our analytical presentations on long-term financing, we now introduce its benefits more implicitly—prompting local officials to recognize for themselves the significant financial advantages to be derived from even modest improvements in cost recovery levels.

While our work has proceeded with considerable intensity in the Cities of Vladimir, Ryazan, and Nizhni Novgorod (the last in collaboration with the Oblast Administration), progress was virtually non-existent with the City of Moscow. Whereas each of the other three target cities responded to our initial overtures with interest and cooperation, our similar initiatives in Moscow were met with bureaucratic obstacles almost from the outset. After six months of seeking to go beyond the introductory discussion with appropriate individuals in the City Administration, the senior official with whom we had focused our efforts was about to retire, leaving us essentially back where we had started. Accordingly, although we continue to seek a responsible hearing of our ideas within the Moscow City Administration, we are skeptical of the City of Moscow as a serious candidate for our technical assistance.

The infrastructure finance team has accomplished much since it began its work during Fall 1995. It will generally satisfy the prescribed activities during the workplan period, as specified in the November 1995 workplan. Of these, the most important technical assistance objective achieved to date was during April and May 1996, when the City of Nizhni Novgorod committed itself to seek long-term financing for part of a new water purification system and invited the infrastructure finance team to begin advising it on a proposed municipal bond issue for the project. This early achievement of our major technical assistance goal in one of our target cities has validated our approach and has encouraged us to persevere and expand our work in other cities. The continuing work with Nizhni Novgorod also now affords us more of an insider's insight in the long-term borrowing process that we are seeking to stimulate in other localities.

The intensive efforts in three target municipalities over the past winter and spring have produced substantial improvements in the capability of the infrastructure team to carry out rapid, efficient technical and financial assessments of prospective infrastructure projects that are proposed by individual municipalities. The late-winter short-term technical assistance from a Russian-speaking municipal engineer and a native Russian short-term financial analysis advisor helped the team develop a project-assessment approach that includes project design criteria as well as project financial analysis. Thus, if local officials make the needed supportive information available, the infrastructure team can assess technical as well financial aspects of a proposed infrastructure project after only a few days' visit to a city. Such analyses can quickly indicate whether the city could afford to undertake long-term financing for the project in question.

■ **Lessons and prospects.** The above experience offers some useful lessons from our work thus far, as well as an encouraging prospect for the near future:

- *Continued strong interest in long-term financing.* Municipalities have continued to respond strongly to the possibility of learning more about long-term financing of urban infrastructure and especially to the opportunity to pursue such long-term borrowing. Thus, we should continue our project efforts to inform additional localities about financing



possibilities and to provide technical assistance in infrastructure financing for those jurisdictions where appropriate proposals appear to be financial viable.

- *Widespread local reluctance to consider tariff reform.* Local officials' widespread rejection of utility rate increases as a means of repaying infrastructure loans means that we can best advocate tariff reform only indirectly—as an implicit option to be considered in project financing, rather than as an explicit objective to be agreed upon at the beginning of our overall discussions.
- *Importance of demand-driven local participation.* Our experiences with project financing and tariff reform issues in our four original target cities clearly indicate that future discussions with potential participating localities should be largely demand-driven. While initial discussions with any potential new target jurisdiction need not be predicated upon an initial expression of local interest, it is clear that substantial progress is much more likely in those communities whose leaders indeed wish to proceed expeditiously because they recognize the need for new financing mechanisms that may permit their needed projects to move forward. Our objective is to demonstrate a viable mechanism of long-term project financing in as many Russian communities as possible, so as to ensure that the collective local experience from these efforts are noticed and emulated in other Russian communities. To that end, time spent trying to convince even one reluctant municipality of the advantages of long-term financing can be much better spent in other localities whose leaders are more eager for our assistance.
- *No quick, easy local commitments to pursue long-term financing.* Our experience to date shows that few, if any, Russian municipalities are prepared to make a quick commitment to long-term financing of urban infrastructure. In most cases, many months of patient work will likely be required before local leaders are ready to commit themselves and their municipality or oblast to actually seek and implement a long-term loan or municipal bond for these purposes. Such a long gestation period might not be needed in the best of circumstances: Where a well-defined, accurately-costed project was ready to go; all important decisionmakers were ready to try something new in terms of financing; bank lending on acceptable terms was assured or the locality had already established solid working relationships with experienced bond placement agents, financial consultants, etc.

However, such ideal conditions generally do not yet exist in Russian municipalities: Project proposals are often too general in nature, lacking the specific design and planning elements to transform an idea into a technically feasible project. Project cost estimates are frequently too sketchy or outdated to be relied upon in concrete financing proposals. Responsible local leaders, even those who are inclined toward our recommendations, usually balk when confronted with the budgetary and financial realities of paying off the prescribed loans—especially if they continue to be reluctant to consider meaningful tariff reform as a contribution to loan repayment. Moreover, in Russia's pre-election economic climate, both the uncertain economic future and the high cost of long-term borrowing in any form were strong reasons for delaying any decision on long-term borrowing for capital development.

- *Likely greater demand for infrastructure capital financing in post-election Russia.* The need for occasional renovation and upgrading continues to exist in all of Russia's



municipal infrastructure systems, whether their cities remain mired in the early stages of economic transition or have begun showing signs of economic resurgence. In those latter cases, sporadic new growth is generating new residential demands for infrastructure services, and new employment opportunities may only await the upgrading of infrastructure lines to formerly underserved locations.

In the long anticipation of the Russian Presidential election campaign, only the more successful and progressive localities such as Nizhni Novgorod were willing to commit themselves to continued economic development. More than one local official told us during the spring to expect no municipal commitment to long-term borrowing until after the Presidential election.

With the election now behind us, conditions should improve for municipal borrowing for urban infrastructure. A more predictable post-election economic climate is likely to be enhanced by a substantial drop in interest rates on long-term borrowing. Lower long-term rates should be prompted by an anticipated fall in interest rates on short-term government borrowing, which had tripled (to over 200 percent) during the closing months of the Presidential campaign. Dramatically lower real interest rates on long-term borrowing are likely to generate considerable municipal response to our technical assistance offerings.

Activities during the Workplan Period

In response to developments during our initial six months, the base year performance indicators for infrastructure finance were modified in April 1996, to the following:

- Pilot projects regarding local activities to be subject to long-term financing and tariff reform specified and analyzed in each of six municipalities;
- Long-term financing mechanisms for pilot projects identified and agreed to by two municipalities;
- Tariff reform packages discussed in at least two municipalities.

In light of both our accomplishments thus far and our expectations for a more promising economic climate for long-term borrowing, we are very optimistic about prospects for the infrastructure finance program for the coming fiscal year. In keeping with the above base-year performance indicators, we offer an ambitious plan of activities for the second year of the contract.

■ **Continuation of Current Activities.** Many second-year activities of the project will build upon the accomplishments thus far:

- *Infrastructure finance seminars.* Activities to inform additional municipalities of the possibilities for long-term financing of infrastructure and to increase the number of our participating cities will include seminars on infrastructure finance. The infrastructure finance seminars proposed for the second year of the project will seek audiences of at least 50 persons from localities in various regions, presented (probably as inexpensive, one-day events) by Russian staff of the Institute for Urban Economics. This wider



exposure of our work to numerous Russian municipalities and oblasts may be expected to generate requests for our project financing advice that will, in turn, ultimately produce successful long-term financing arrangements in four or more additional cities.

- *Project assessment visits.* Project assessment visits are anticipated to as many as 10 localities. As noted above, the infrastructure finance team has developed the capacity to quickly assess technical as well financial aspects of a proposed infrastructure project. While such assessments can indicate the potential affordability of a proposed project, they can also highlight the usefulness of several new concerns in project-analysis that are outlined below, under "Selected areas for additional emphasis."
- *Continued pursuit of municipal commitment to long-term borrowing for infrastructure improvement, ideally including elements of tariff reform.* The project's overall pursuit of long-term financing of municipal infrastructure will achieve increased success during the second year of the project, as the project's current work with some participating municipalities comes to fruition. The team will work with PADCO in the cities selected by USAID for expansion of the Vodokanal tariff project.
 - **Selected Areas for Additional Emphasis.** Additionally, the skills of the infrastructure team will be selectively enhanced, permitting the team to provide more in-depth analyses of important infrastructure finance issues. Where indicated, some of the following improvements will require input in the form of short-term technical assistance.
- *Improved financial analysis software.* The existing financial analysis software will be delineated into quarterly (rather than annual) project activity periods. Additional refinements will include the phasing of construction periods and borrowing tranches, plus additional considerations to further make the analysis more closely conform to likely financing circumstances. Infrastructure finance team members Alexei Novikov and Ilona Dmitrieva will discuss this work in detail with RTI financial analyst Valeri Marfitsin when they attend RTI's 3-week course, Financing Urban Infrastructure and Services, at RTI headquarters during July 1996. RTI short-term technical assistance from Valeri Marfitsin will be called upon to carry out these improvements.
- *Project evaluation software.* Project evaluation software specifically intended for Russian applications will be added to the team's analytic tools. This software will incorporate Russian language version of several modules of the "Project Expert" or similar program. It is intended to generate detailed, standardized formats for project financial flows, to be used for project appraisal and project prioritizing. It will complement the existing financial analysis software by providing a standard presentation for project analysis. A project analysis program of this type, well-known in Russia, may sometimes be more useful in a given municipality than the more specialized programs.
- *Budgetary analysis.* Budgetary analysis will be added to the team's current perspective of project-oriented financial analysis. We need to offer a more informed approach to a municipal wish to repay a long-term loan from future budgetary resources. This concern will require only modest additional effort. It will include an expanded understanding of national-level regulations on local budgeting that will also help focus analytic attention on the most pertinent elements of the local budgetary picture. This work would utilize



RTI short-term assistance to the team, to be provided during visits for other purposes outlined on these pages.

- *Enterprise financial analysis.* The team's experience to date indicates that Russian municipalities need a broadened analytical approach to infrastructure finance planning. Based on work of Jim McCollough in Slovakia and elsewhere, this work provides an analytic framework in which the financial situation facing a proposed project may be assessed in light of the budgetary and financial situations facing the municipal enterprise as well as the parent municipality. It is a logical extension of the concerns for municipal budgetary analysis (outlined above). As a package, these perspectives on the project, the municipal enterprise, and the municipality provide a strong analytical response to the usual—and often unrealistic—municipal wish to finance long-term borrowing from the municipal budget alone.
- *Special policy studies.* It is possible that one or more special studies will be conducted during the second year of the program. These will be done, as needed, to clarify the nature of emerging policy issues:
 - One study that is definitely to be done will focus on *legal aspects of taxation of municipal bonds*, particularly with reference to sales on the secondary market.
 - Another priority topic is a preliminary consideration of the establishment of an agency to act as a financing facility for communal service infrastructure loans. The facility would raise funds by borrowing at market rates and on-lend to qualifying projects.
 - A topic that *may* be studied is the anticipated *new tariff regulations that are to take effect in January 1997*. If they are to be implemented as currently anticipated, these new regulations could dramatically change the character of the tariff-setting process in Russian communal services.

Although team members are expected to carry out these tasks as part of their anticipated work with participating municipalities and oblasts, additional help may be called upon through short-term technical assistance.

Training Plans

Formal training during the second year will consist of several offerings of the one-day Seminar on Infrastructure Finance. The Seminar is intended to inform municipal officials about long-term financing of urban infrastructure through bank loans or municipal bonds, and to attract additional municipalities to participate in our project. It is expected that the seminar will be offered to audiences of at least 50 persons. Several presentations of the Seminar are anticipated throughout the year, in various regions of Russia, depending upon demand. However, because of the press of specific assistance that already has been requested by the growing number of our participating cities, the first Seminar cannot be presented before November or early December 1996, perhaps in the Moscow area. Thereafter, seminars are planned in 1997 for southern Russia (Rostov-on-Don or Novorossisk), the Volga region (Saratov or elsewhere) and northern Russia (Novgorod or Petrozavodsk).



Informal training in individual participating municipalities will be offered in several of the *selected areas for additional emphasis* that are outlined above under that heading. Notable among these would likely be the prototype concept paper for a business plan, enterprise financial analysis, project analysis, and perhaps others. Additionally, analytic papers on policy topics such as published papers the anticipated new tariff regulations and the legal basis of the taxation of municipal bonds might also be presented in special training situations sponsored by the Institute for Urban Economics or by other organizations.

Institutionalization

As a result of the strong progress thus far, the institutionalization component of the infrastructure finance program has proceeded more quickly than had originally been envisioned. Accordingly, the resident advisor position is to be funded only for the first six months of the second year, after which the full-time infrastructure finance work will be carried out through the Institute for Urban Economics. One additional Russian staff member is expected to join the team during Fall 1996, and the three current Russian staff members will maintain the continuing work of the program.

Institutionalization efforts prior to the departure of the resident advisor will include attendance of two Russian staff members at a three-week RTI course on Financing Urban Infrastructure in North Carolina in July 1996, as well as each of the analytic activities outlined above, under "Selected areas for additional emphasis," which will strengthen the team's capabilities in several important areas. Finally, the one-day seminars in infrastructure finance will rely heavily upon Russian IUE staff.

Summary of Products

- Individual infrastructure finance analyses in each participating city where we have agreed to conduct such studies
- A "how to" manual on long-term financing of urban infrastructure projects
- Special study on legal aspects of taxation of municipal bonds
- Possible special studies of a financing facility and of new tariff regulations (if still appropriate at that time, in light of the ultimate character of these regulations and their implementation)



Performance Indicators

In HSRP II Contract	Proposed
<i>First option period (end of second year)</i>	
Base period impacts replicated in at least two locations	Municipal projects analyzed in 8-13 cities
Materials suited to instructing municipal officials on infrastructure finance widely distributed	Publications disseminated on: <ul style="list-style-type: none"> — Legal aspects of taxation of municipal bonds — Guidelines on long-term infrastructure finance in Russia — "How to" manual on long-term financing of infrastructure projects
<i>Contract completion</i>	
At least 4 more cities (for a total of 8 cities) will have developed financially feasible infrastructure projects	5-to-10 municipalities committed to seek long-term financing of infrastructure. As many as 4-to-8 municipalities may have completed long-term financing arrangements by end-of-project.

Summary of Staff Resources

The following resources are proposed for this activity:

U.S. professional staff	
Team leader (R. Firestine, Resident Advisor)	6.0 person-months
Short-term consultants	6.0 person-months
Russian professional staff	
Moscow staff	40.0 person-months

Six person-months (p-m) of U.S. short-term technical assistance is proposed as follows:

Month	Level of Effort (p-m)	Consultant	Activity
October 1996	1.00	Marfitsin	Improvement of financial analysis software (some U.S. preparation; most work in Russia)
November-December 1996	1.50	Marfitsin	Budgetary analysis, enterprise financial analysis (some U.S. preparation; most work in Russia)
	0.25	McCullough	Enterprise financial analysis (U.S.-based consultations with Marfitsin; all field work done by Marfitsin)
January-March 1997	2.00 p-m	Marfitsin	Budgetary analysis, enterprise financial analysis (continued field applications of above analyses)
April-June 1997	1.25 p-m	TBN	As needed



Related Activity and Coordination

As noted, the team will work with the PADCO team working on Vodokanal tariff reform in additional cities to help structure long-term finance for new investments. Similarly, as appropriate, the team will cooperate with the World Bank team appraising a water and sewer project loan.

2.C. Enterprise Housing Divestiture

Current Status

Under the Soviet system, enterprises provided 30 to 80 percent of a city's housing stock depending on the degree of industrialization in the city. Although privatization of municipal and enterprise housing continues, to date privatization rates for enterprise housing have lagged behind those for municipal housing stock. Sometimes enterprises have actively discouraged the privatization of their stock. In other cases, privatization was slow because it was unclear who would be responsible for providing communal services and maintenance once enterprise stock was privatized. Since the mass enterprise privatization program of 1992-1993, enterprise housing stock was supposed to be transferred to municipalities as the enterprises were privatized.³ However, the actual rate of transfer has been slower than anticipated as municipalities have lacked the capacity to take over new stock. Thus many enterprises retain the responsibility for financing and managing their housing stock pending divestiture to local authorities. In addition, many enterprises are reluctant to transfer their stock fearing high transfer costs, poorer quality maintenance after the transfer and a diminution of enterprise standing in the community. For their part, municipalities are reluctant to take over stock that has been poorly maintained or is in need of capital repair because they lack the funding for the repair and ongoing maintenance of the buildings.

In spite of the above, a large volume of enterprise housing has been transferred to municipalities since 1994 as cash-short enterprises see divestiture as a way of saving money and remaining in business. Nevertheless, nationally, the pace has slowed as municipalities have experienced severe financial difficulties in maintaining the units already received. Many cities are devoting 30 to 40 percent of their total budgets to subsidies for housing maintenance and provision of utilities to units, despite increased revenues from higher rent payments and the turnover tax intended to support maintenance of social assets. Cities have also begun to push for recovery of higher percentages of costs for maintenance and utilities from residents. However, much of the benefit of higher cost recovery has been eroded by continuing inflationary pressure. Cities are also finding that until wages increase, they are limited in how far they can increase their cost recovery percentages.

Divestiture can be a complicated process. This is particularly true when it involves large enterprises covering sizable territories and/or multiple political jurisdictions. Divestiture can also be more complex in municipalities where enterprise housing comprises a large percentage of the housing stock. In all such cases, divestiture of housing potentially involves transfer of infrastructure

³Presidential Decree No. 8, January 10, 1993, "On Use of Socio-cultural and Communal-and Everyday Service Facilities of Privatized Enterprises,": clarifies that enterprise housing can be included in property privatized through enterprise privatization. Article 9 of the Law on fundamentals of Housing Policy of the Russian Federation also governs transfer of enterprise housing.



works and other social assets along with the housing. As a result of the above issues, the process of transfer can involve protracted negotiations between the enterprise and the city regarding payments to be made for future maintenance, the amount of assets that are to be transferred, capital repairs and the fate of enterprise maintenance departments.

During HSRP and Year One of HSRP II, many cities made progress with regard to acceptance of divested housing. Other cities have been slow to accept more units. In fact, some municipalities, most notably Moscow, now refuse to accept more divested units until the issue of financing maintenance, capital repairs and communal services is solved.

Cities will continue to need assistance to face their new responsibilities with regard to enterprise housing divestiture. Year Two of HSRP II will continue to help the cities in meeting those challenges. However, it will focus its efforts and resources in a more effective manner. Instead of regularly sending staff to visit cities primarily throughout European Russia, UI will implement a new approach. The Institute will maintain a strong staff presence in Moscow. If cities request assistance, they will be encouraged to send representatives to Moscow for training and consultation. UI will also identify four Regional Centers in geographically strategic locations elsewhere in the country. The Institute will use these locations as venues for consultations and training seminars to be conducted on a regular schedule. In this way, UI can disseminate information to a much wider range of regional cities in a more cost efficient manner.

During the term of the contract, UI team members will continue to help municipalities find and implement solutions to the problems associated with divestiture; funding maintenance and capital repair; encouraging condominium development to move housing units off of the balance of the city; assisting in creation of competitive maintenance systems to improve cost efficiency and effectiveness; work with the cities to establish or strengthen housing allowance programs; increasing maintenance and utility cost recovery; and establishing training programs to acquaint staff and residents with the issues of condominium formation, competitive maintenance and privatization.

As a supplement to HSRP II core finance, the Urban Institute received USAID funding to conduct activities in support of the World Bank Enterprise Housing Divestiture Program. The intent of EHDP is to increase the competitiveness of enterprises by divesting their housing so that they can devote their resources to improving productivity. This program was designed to loan money to targeted cities via the Federal Ministry of Finance. The loans would be used to finance energy efficiency retrofits in divested buildings, thus reducing city subsidies necessary for their operation.

The role of HSRP in EHDP has been to help the cities implement the reforms necessary so that divestiture can proceed and to meet the targets set by the World Bank as prerequisites for consideration as program participants. To do this, the HSRP team assists each city in the areas of:

- Divestiture of targeted percentages of enterprise housing stocks;
- Creating competitive maintenance systems;
- Encouraging privatization of units;
- Creating the legal foundations for formation of condominiums and encouraging residents to create condominium associations;
- Implementing policy on increasing recovery of maintenance and utility costs; and
- Creating and strengthening housing allowance programs to mitigate the effects of increased cost recovery on poor households.



These tasks closely parallel the activities that HSRP II called for in Moscow, St. Petersburg, Nizhny Novgorod Oblast, Ryazan and Vladimir Oblast. In fact, two of the HSRP II target cities, Ryazan and Vladimir, are included as eligible under EHDP. The EHDP support tasks are also similar to the activities the Urban Institute conducted under previous agreements in other targeted regions and cities. Therefore, HSRP II has been able to easily incorporate the goals of EHDP, and its target cities, into its schedule of activities. Staff visits to EHDP cities to provide assistance will continue, but the use of on-site consultants will be discontinued.

Current conditions in targeted cities are:

■ **Moscow (HSRP II priority city).** The City of Moscow has been among the leaders in unit privatization. By the end of 1995, 40 percent of the municipal stock and 25 percent of the departmental stock had been privatized. The city began the transition with 70 percent of its housing in the municipal inventory and 20 percent in the departmental stock. Importantly, in Moscow a much larger share of the departmental stock belonged to governmental organizations rather than enterprises. We have not been able to determine the privatization rates for the separate groups.

Moscow has had an “on again-off again” experience with acceptance of departmental housing. While it accepted such housing in 1992 without restrictions, it stopped acceptance for a time in 1993. At the beginning of 1995 the City again stopped acceptance, saying it would begin accepting units again only when the Federal Government provided the promised subsidy payments for maintenance and communal services. The city is still not accepting any departmental housing. Even with this situation, however, the Department of Engineering and Communal Services estimates that about half of all departmental housing has been transferred to the city—about 310,000 units.

Moscow is a national leader in the area of competitive maintenance. It has an aggressive program of promoting competitions and currently has approximately 14 percent, nearly 360,000 units, of its housing stock being maintained under contracts awarded through many maintenance competitions, most of which had HSRP staff involvement during the early years but very few this year, as the City has taken over this program. Moscow has also worked to separate the functions of maintenance and management by creating customer service entities in a number of districts. The City now has underway the first competition for selection of a private firm to take on full management responsibilities for 30,000 units.

Moscow has also been active in the area of condominium formation. It currently has 36 registered condominiums including 7 in enterprise buildings.

■ **Vladimir (EHDP and HSRP priority city).** Vladimir has also received extensive assistance from the UI team, as city officials continue to work toward achievement of housing reform goals. As of June 1996, the city had 55 percent of its enterprise housing divested, 50 percent of its housing stock privatized and it had six registered condominiums. The city held its second maintenance competition during early 1996 and as of June had 6.4 percent of its housing stock being maintained under competitively awarded maintenance contracts.

Vladimir officials are very supportive of housing reform initiatives and UI staff believe that they will remain so as long as local funding is available to support these objectives.



■ **Ryazan (EHDP and HSRP II priority city).** The city has long been considered as a leader in housing reform in Russia. As of June 1, 1996, it had 36 registered condominiums, 65 percent of its enterprise housing divested, 44 percent of its housing stock privatized and 7.4 percent of its housing stock being maintained under competitively-awarded maintenance contracts.

However, a recent change in the city council (it is now dominated by Communists) threatens future reform progress. Staff are concerned that the new city administration will slow down the pace of reform if not change directions completely. During Year Two, UI staff will have to work hard to convince these officials that reform is the appropriate course to follow in the future.

Nizhny Novgorod (HSRP II priority city). This municipality was the focus of much activity during Year One of HSRP II with regard to enterprise housing divestiture, condominium formation, privatization of apartments and competitive maintenance. As of June, 1996 the city had approximately 50 percent of its enterprise housing stock divested, and 37 registered condominiums. It had formed a customer service and had held 7 competitions for maintenance. Nizhny Novgorod was recovering 30 percent of the costs for maintenance and communal services from residents, as of June.

The situation in the Nizhny Novgorod remains dynamic. In May, the city reorganized many departments dealing with housing management, and since then has demonstrated more enthusiasm and cooperation in the areas of housing reform. The administration is still struggling with the issues of the correct levels of subsidy to provide to condominiums and with the issue of distribution of rents from commercial spaces to condominiums in which the spaces are located.

■ **Volkhov, Petrozavodsk, Cherepovets, Orenburg.** These cities are under consideration for inclusion in the EHDP. The list of candidates also includes Vladimir and Ryazan. The World Bank intends soon to make a final decision about which cities will be included in the loan program. It is anticipated that the list may change over time as candidate cities drop out or are eliminated.

Progress in attaining the requirements of the EHDP vary by municipality. Some of these cities have made good progress in instituting housing reforms and continue to work in this direction. Others have lagged behind as a result of lack of resources and protracted political debate on how best to implement reforms. For example, Ryazan made good early progress, but now reform policies are threatened by the new Communist-led governing body. In contrast, Petrozavodsk, Volkhov and Vladimir administrators have become more cooperative over the course of 1996, after starting off slowly. UI has just begun to work with the city of Cherepovets and has not yet determined what the political climate surrounding reform issues in that city is.

In Year Two of HSRP II, Urban Institute staff will continue their work to implement and institutionalize reforms in these cities in support of enterprise housing divestiture (formation of condominiums, maintenance competition, establishment and management of housing allowance programs, privatization of apartments).

■ **St. Petersburg.** In addition to the above cities, UI staff have worked hard to establish a basis for reform in St. Petersburg. However, city administrators have yet to implement many of the programs developed for and instituted in Moscow and other municipalities. Although St. Petersburg had 36 registered condominiums as of June, and plans for its first maintenance competition in early

September, the city continues to debate policy on condominium formation, customer service, maintenance competition and housing allowances.

St. Petersburg will serve as one of the Regional Centers under HSRP II. Staff will therefore spend a great deal of time in the city assisting it in implementation of housing reforms and as well as in consultations with regional cities interested in reform and training help.

Two important developments in 1996 should be noted: the issuance of the Presidential Decree encouraging the selection of maintenance contractors for municipal housing through competitions and the passage of the Law on Home Owner Associations. The impact of these will likely not be felt until the fall, but they should significantly stimulate progress in improving the efficiency with which the housing stock is maintained.

Activities During the Work Plan Period

As was the case during Year One, Year Two of the HSRP II Work Plan will give priority to enterprise housing that is about to be transferred to the municipality (i.e. before the buildings get absorbed into the municipal maintenance system) because we believe that this will minimize resistance from the maintenance and housing departments in the local administrations. Depending on the pace of divestiture we will encourage cities to work more or less extensively with buildings that already have been transferred. Work will also continue with housing that has already been absorbed by the cities to encourage condominium formation and competitive maintenance offerings. In Moscow, where the city refuses to accept more divestiture housing until Federal subsidies again begin to flow, emphasis will continue to be exclusively on already-divested buildings until such time as the city begins to accept new units of departmental stock.

The unit privatization and condominium registration marketing and training campaign begun during Year One will continue in Year Two, with a significant change in that it will be directed by the cities themselves, instead of Institute staff. Institute staff will train city officials in the techniques of the promotional program. City staff will then continue the process. During Year One, the project tried to approach of targeting specific buildings for an intensive campaign of information through the distribution of flyers in mail boxes and the placing posters in entryways, and organizing meetings for tenants in the buildings, in addition to mass media promotion of unit privatization and condominium formation. The impact of these initiatives has been carefully tracked and the results found to be disappointing in terms of increased privatization and condominium formation.⁴ Therefore, in Year Two the recommended approach will be amended away from this labor intensive one to one in which reliance is on mass media and strong follow-up by local officials to inquiries from tenants and condominium initiative groups.

EHDP called upon target cities to establish and fund housing allowance programs to assist poor households deal with the economic pressure of meeting higher rent and communal service cost recovery percentages. All the target cities have established such programs. Staff will continue to assist the World Bank cities fine tune their programs and add new components as necessary throughout Year Two of HSRP II.

⁴See P. Collins, "Promoting Efficient Operation in Divested Russian Enterprise Housing: A Mid-Course Assessment." Moscow: Urban Institute Technical Cooperation Office, June 1996. This report will be updated in October to encompass the full year's experience.



Table 6
Leadership Responsibilities for Enterprise Housing Divestiture in HSRP Year Two

Team Leader	Location
M. Shapiro	Moscow, St. Petersburg, Northern Regional Center (St. Petersburg)
V. Prokoviev	Vladimir, Ryazan
A. Puzanov	Nizhni Novgorod
R. Pinegina	Volkhov, Cherepovets, Petrozavodsk, Orenberg*
S. Sivaev	Far East Regional Center (Vladivostok)
D. Khomchenko	Southern Regional Center
D. Khomchenko	Eastern Regional Center (Irkusk)

Note

* When the PADCO teams hands over responsibility to the Urban Institute.

The Institute will appoint overall coordinators for each target location. The tentative assignment for the next year are shown in the following table. In general, these continue current responsibilities.

In addition to the above staffing, during Year One, local program coordinators, trained and knowledgeable in the issues related to housing divestiture, were hired in several of the demonstration locales. Most of these coordinator positions will be phased out at the beginning of Year Two as emphasis is shifted away from visiting cities and towards holding consultations in Moscow and training seminars and consultations in the Regional Centers.

■ **Marketing the Privatization Process.** During Year One, UI staff spent considerable time and resources working with the cities to market the privatization process. Because of the reduced levels of effort planned for during Year Two, the cities themselves will have to carry out this function. UI will assist them with consultations and training as needed, but this assistance will occur in the Regional Centers, Moscow and EHDP cities. As noted, the approach of targeting an intensive information campaign on selected buildings was not productive. Therefore, the strategy is being changed to greater reliance on mass media and strong follow up to inquiries stimulated by the advertising campaign.

■ **Competitive Maintenance.** Staff will continue to work with the cities to convince them of the need for and benefits of creating customer service entities. These structures enable the city to clearly separate the functions of maintenance and management and support efforts to implement a competitive process for selection of housing maintenance providers. The creation of both customer service and separate municipal housing maintenance competitions have resulted in lower management and maintenance costs and improved housing for residents.

The program team will continue to provide assistance to all the target cities and to recommend improvements to existing systems to strengthen the maintenance competition process, in particular, as it relates to enterprise housing stock. Team activities will include evaluation of

current maintenance systems and quality, training on formation and continuation of customer service, advice on allocation of expenses between contractors and customer service, development of standardized contracts and inspection techniques and actual involvement in the bidding process.

Moscow will continue to pioneer the first competition for management services at the level of the DEZ or Office of Unified Customer. The team is hopeful for the private firm to take responsibility in September and for this example to be used in other regions by next spring.

■ **Regional Centers.** As noted, during Year Two of HSRP II, UI will change its approach to providing consultations and training to city administrations and Russian professionals interested in discussing housing-related reforms. We have selected four cities as Regional Centers in which to base these efforts. HSRP staff will travel frequently to the Regional Centers to provide consultative services with representatives of city administrations and to organize and conduct training seminars. Cities in each region will be notified in advance of HSRP staff visits so arrangements can be made for consultive meetings during the team's presence in the city. In this way, UI can invest its limited resources in a more efficient manner to disseminate information to a wider range of cities. This less intensive approach is based on the team's sense that the momentum of reform is now sufficiently great that many local officials are "ready" to act and the principal impediment to action is lack of detailed knowledge and concrete examples on how to proceed.

In the initial period of Year Two, UI staff will engage in a concentrated effort to set up the UI program in the Regional Centers. Staff will identify and enter into agreements with logistical coordinators in each of the Regional Centers. These may be individuals or institutions depending on the circumstances. Their tasks will be to organize the seminars, including making hotel reservations, etc. for those coming from other cities. If necessary, HSRP will provide the center with a fax machine to facilitate communications between the center and the HSRP office in Moscow.

In each city, a modest "resource center" will be established where a relevant project publications and papers can be found along with information about HSRP staff: who is expert in what, how they can be contacted, and the schedule for the seminars and other team visits. The center will include space where the HSRP experts can consult with clients.

During this start up period staff will also establish mailing lists for the largest fifteen cities in the catchment area of each Regional Center. The lists will include officials with the specific responsibilities relevant for the content of each course. A similar list of banks will be prepared. Direct mailings will be made to these persons. Additionally, prior to the first seminar, staff will travel to municipalities located in the regions covered by the Regional Centers to meet with city officials. The purpose of these visits will be to alert the officials to the existence of the Regional Centers, explain their purpose and to encourage the cities to send their representatives to the Regional Centers to engage in consultations and attend training seminars as needed.

The courses will be taught by UI staff, at least initially, and will stress the practical techniques of housing management and maintenance. UI will develop seminars that are targeted to officials and management professionals who are looking for detailed information. In other words, they will be advanced, specific courses geared to enhancing the knowledge of qualified managers, rather than some of the broad, general information courses that the UI has offered to date.



Four standard seminars will be held in each Regional Center and others will be available as demand dictates. They will include the following topics:

- *Customer Service.* Staff will discuss the reason for the creation of these entities, their purpose and organization, the separation of management and maintenance functions, funding issues and legal questions.
- *Maintenance Competitions.* Topics will include how to organize and conduct fair, impartial competitions including selecting blocks of buildings for inclusion, advertising the competition, bid evaluation and contract negotiations.
- *Condominium Basics.* Issues to be covered are the Russian Federation Law on Condominiums and its implementation in the cities, formation of condominium boards of directors, condominium finance, charters, and property management issues that are unique to the management of condominiums.
- *Housing Allowances.* Topics will include how to establish allowance programs, the legal basis for the programs, and examples of how such programs are successfully administered in other cities.
- *Housing Finance.* Introduction to mortgage lending and construction period finance.
- *Infrastructure finance.* Options for long term finance of infrastructure investments for communal services and related tariff reform questions.
- *Miscellaneous Seminars on-Demand.* The Urban Institute receives many requests to present or take part in seminars and training programs for many bodies interested and involved in the process of housing reform. Staff will make some of these presentations in host cities. Staff can suggest that others be held at the Regional Centers and thus be used to help disseminate information to a larger number of cities than has been possible in the past. Examples of such seminars that UI staff conducted in 1996 are seminars on the effective formation and administration of customer service entities; housing inspections; discussions of the law on condominiums; the presidential decree on competitive maintenance and other varied topics. We anticipate that cities from the Far North will have a particular interest in programs for relocating families from these cities to those with more temperate climates. (HSRP has already worked extensively on this with State Duma deputies in the course of developing the necessary legislation.)

Institute staff and consultants have already developed written materials for a number of these topics that can be given out in support of the seminars. Also, UI staff have been trained in effective training techniques and can lead discussions on how to more effectively plan and conduct training sessions. During Year Two, staff will develop a manual to teach others these effective training techniques.

The audience for most of these seminars is the cadre of local officials directly responsible for a specific area. The exception is the housing finance seminar which is more geared to bankers. It is important as well, however, to reach the public on certain issues. In particular housing privatization and condominium formation are topics of vital importance to the public. As part of the

condominium seminar, packages of the advertizing materials developed in the past year will be given to each city and the ways in which these materials have been successfully used in the past will be explained.

The Urban Institute will work with each training partner to ensure that the quality and content of all seminars are consistent with project standards. HSRP has already had good results with this approach, for example, with its training cooperation with the Academy of Entrepreneurship in Moscow. The HSRP team will utilize this experience to establish effective working relationships and training programs in the new regional centers.

Complementing the seminars will be a program of consultations. Generally, officials from the region desiring consultation will be invited to the Regional Center. However, in exceptional cases and where the city has already demonstrated real progress in a specific area of reform, e.g., holding competitions to select firms for maintaining municipal housing, a team member will make a short visit to another city in conjunction with a visit to the Regional Center.

Institutionalization

The staff of the UI and Institute for Urban Economics, the Russian sister organization to UI, has been effective in institutionalizing the reforms and techniques developed under HSRP I and Year One of HSRP II in the various target cities. In the process, they have developed skills in the areas of legislative development, marketing and outreach, training, and materials development. Increasingly, they are the authoritative source to which outlying cities turn for advice in the process of housing reform. This is evidenced by the fact that UI and IUE staff are often featured speakers at seminars regarding housing reform issues throughout the country.

The emphasis for institutionalization in Year Two of HSRP II will be three-fold:

- Establishing Regional Centers and joining in partnerships with training organizations in those localities. These centers will be the focus of UI activity and will help to maximize the effective use of its resources. They will be where UI staff and consultants will work with the municipalities of a given region to establish reform programs and institutionalize them on a broad, nation-wide scale.
- Continued development of the capabilities and expertise of IUE. This organization will continue to implement new programs and to work closely with UI to further the goals established under HSRP I and II.
- Continued work with cities that voice interest in furthering housing reforms in their areas through Moscow-based consultations.

Products

The UI team developed many of the written products and other support materials necessary to inform cities and condominiums about housing reform issues during HSRP I and Year One of HSRP II. Therefore it will spend much less time and energy in Year Two on such issues. Instead, the Institute will direct its resources towards the goal of broad dissemination of information through consultations and training programs held in the Regional Centers. Products include:



Products

- Development of a new brochure on the Russian Federation Condominium Law. +
- Articles and graphics to assist local officials inform residents in the process of formation and management of condominiums. +
- Reports on the status of divestiture, privatization, condominium formation and competitive maintenance in all areas of the country in which the UI is requested to be of assistance. +
- A brochure discussing the issues and tasks involved in creation of customer service entities at the municipal level. +
- A brochure on the issues and problems involved in conducting fair maintenance competitions. +
- Development of a manual for designing and conducting effective training and informational seminars. +

HSRP will make these materials available to municipalities that request them and through the Regional Centers.

to the Moscow experts
Projects

Performance Indicators

The performance indicators for Year Two listed in the contract are not applicable because of the different direction this part of the project took. The following table lists the proposed performance indicators for the area of divestiture housing:

City	Performance Area	Target
Moscow	Condominiums registered	20 or more
	Maintenance competitions held	Meet goals of Moscow City Order #312-PM, June 30, 1995 (20 percent of municipal stock under competitive maintenance by 12/31/96; 60 percent as of 12/31/97; and 100 percent as of 12/31/98)
	Condominium training: (minimum 25 participants):	
	Board of Directors	2
	Management	2
St. Petersburg	Condominiums registered	20 or more
	Maintenance competitions Held	2
	Condominium training: (minimum 25 participants):	
	Board of Directors	2
	Management	2



City	Performance Area	Target
<i>Nizhny Novgorod, Vladimir, Ryazan</i>	Condominiums registered	10 or more in each city
	Maintenance competitions held	2 or more in each city
	Condominium training: (25 minimum participants):	
	Board of Directors Management	2 2
<i>Regional Centers</i>	Condominiums registered	5 or more in each of three cities in the region covered by the Center
	Maintenance competitions held	1 or more in each of three cities covered by the Center
	Condominium training: (in cities with at least 25 registered condominium associations)	
	Board of Directors Management	2 2

In addition to these contractual goals, the team will work with the cities that the World Bank selects for participation in EHDP to meet the reform targets set for the end of 1996. These targets must be met for a city to remain eligible for continuing investments under the program. These targets include:

■ **Divestiture.**

- Complete divestiture of 90 percent of enterprise housing stock eligible for divestiture by the December 31, 1996 (100 percent by December 31, 1997) together with corresponding utility networks.

■ **Competitive Maintenance.**

- Place at least 10 percent of total housing stock under competitive maintenance.
- Undertake the following structural reforms in order to demonopolize the maintenance market:
 - Reorganize structures (both municipal maintenance organizations and maintenance departments divested from enterprises) which provide housing maintenance services into legal entities; and
 - Liquidate management structures which serve as intermediaries between Single Customer Service agencies and organizations which provide maintenance services.
- Improve procedures and legal mechanisms for competitive tenders for maintenance services based on experience to date.



- Establish a clear and transparent framework for financial and legal relations with winners of tenders.
- **Condominium Formation.**
- Give condominiums the legal and actual right to own both commercial real estate located in their buildings as well as surrounding land. If such right is prohibited by federal law, then provide for long-term leases with full right to develop and to sub-lease.
- **Cost Recovery.**
- Achieve 60 percent cost recovery, as long as the number of housing allowance recipients remains less than 25 percent of households in the city (eligibility threshold level of household income for housing and utility payments is set at 15 percent).
- Ensure sufficiency of the institutional and administrative capacity of the housing allowance system via the following:
 - Consistently provide information on housing allowance system in a city, including criteria of eligibility for housing allowances, application procedures, contact persons;
 - Ensure that the number and location of branch offices of the housing allowance service are sufficient to accommodate applicants; and
 - Build in flexible hiring mechanisms for temporary expansion of housing allowance services to avoid lines following tariff increases.

UI staff will work continuously with the cities that the Bank selects for the program to help them achieve these goals by the end of calendar year 1996, and to maintain their eligibility in the ensuing years of the program.

Summary of Staff Resources

The UI professional team has achieved an excellent degree of self-determination. Except for guidance from the Chief of Party and Deputy Chief of Party, it will operate as a self-directed entity. The LOE reflects this fact in that it calls for significantly fewer person months for U.S. professional staff in Year Two, and no resident advisor. The following staff resources are expected to be necessary:

U.S. professional staff	
Team coordinator (R. Wiklund, Deputy Project Director)	4.0 person-months
Short-term consultants	2.0 person-months
Russian professional staff	
Regional staff	121.0 person-months
Moscow and St. Petersburg staff	45 person-months

In addition to Urban Institute and Institute for Urban Economics staff, the project plans to invite staff from the new non-profit organizations formed from the former HSRP teams in Ekaterinburg and Novosibirsk to be faculty for the condominium training seminars.



2.D. Housing and Land Policy

Current Status

Since the beginning of the transition Russia has moved steadily and broadly to create the legal basis for market-oriented housing and real estate sectors. Overall, its record compares favorably with the countries of Central and Eastern Europe often cited as leading reformers, such as Hungary and Poland.

The period from October 1995 through July 1996 contained further important legal developments. These are listed in Table 6. In the table, an "*" indicates that HSRP—working primarily with Minstroi, the Ministries of Finance and Economy and the State Duma—was active in the drafting of the law, Presidential Decree or Government Resolution and/or in obtaining its passage. There were also important legal developments for land reform and the formation of real estate markets, as shown in the table. The core HSRP policy team, supplemented by Steve Butler and Sheila O'Leary, the team's non resident legal advisors, have been extremely active in the Russian Federation legislative process over the past year.

In addition, HSRP was active in assisting local governments in two new directions. First, the team's resident legal advisor in St. Petersburg, Bob Odland, has worked closely with city officials and organizations designated by the City, such as the Fund for Real Estate Development, to draft zoning regulations to replace the traditional Soviet land allocation and permitting processes. To date, the zoning law was introduced in the City Duma in May but action there has been stalled. Action by the end of the project year is doubtful, either through Duma enactment or issuance of Mayoral Order. Second, HSRP worked with the Office of Municipal Housing Inspection in Moscow to prepare the legal foundation for this activity; these documents will serve as models for other Subjects of the Federation. Significant legislation was passed in December 1995 and June 1996.

Activities During This Workplan Period

Legal and policy advice will continue in the next period. The HSRP team will continue to assist with the development of germane laws in the areas listed above.

Stephen Butler will work about one-third time for the program, with his time divided among housing, land and real estate issues. He will work closely the core legal team at the Institute for Urban Economics, led by Nadezhda Kosareva. As a team they will continue to support the legislative work in the area, working particularly closely with Minstroi, the Ministry of Finance, and the Ministry of Economy. Staff from the core team are members of key working groups at the State Duma and participate in meetings of the Collegia of the relevant ministries on a regular basis.

The agenda for the year will, as in the past have two parts. The first is drafting of new legislation and refining it during the process of obtaining its passage. The second is preparing the numerous legal acts necessary of implementation of the legislation. These include Council of Ministers resolutions and then instructions from the relevant ministry. Additionally, in many cases, model local legislation should be developed. The large volume of legal acts passed in the past several months require the subsequent legal drafting and this is likely form the primary task in the first part of the year.



Table 7
Selected Russian Federal Legal Acts on Housing and Real Estate, October 1995-July 1996

Housing—Laws Enacted

RF Law: On Creation of Home Owners Associations [condominiums]*
RF Law: On Amendments to the Law on Fundamentals of Federal Housing Policy*
Presidential Decree: On State Support of Citizens in Construction and Purchasing of Housing*
Presidential Decree: On the New Phase of Realization of the State Program Housing*
Presidential Decree: On Development of Competition in Maintenance and Repair of the State and Municipal Housing Stock*
Presidential Decree: On Development of the Federal Targeted Program, "Own Your Home"*
Presidential Decree: On Additional Measures of Development of Mortgage Lending*
Government Resolution: On Correcting the System of Rent and Utilities Payments [replaces N.935 of September 1993]*
Government Resolution: On Implementation of "Your Own Home" Program*
Government Resolution: On the Federal Agency for Mortgage Lending*

Housing—Laws Under Development

RF Law: On Mortgage*
RF Law: Housing Codex*

Real Estate—Laws Enacted

Presidential Decree: On Realization of Citizens' Constitutional Rights to Land
RF Law: On Registration of Rights on Real Property and Transactions*+

Real Estate—Laws Under Development

RF Law: Urban Planning Codex*
RF Law: On Appraisal Activity in the Russian Federation

Notes

- * Act on which HSRP team was actively involved.
- + Passed by the State Duma; action by the Federal Assembly pending.

Over the past two years, HSRP had the resources to prepare a limited number of background papers to guide future legal drafting. This included a paper on exactions which is near completion and one on historic preservation zoning issues which is underway. Next year, with more limited resources, such analyses are not planned.

Institutionalization

With the creation of the Institute for Urban Economics and its active role in policy formation, institutionalization is substantially complete.

Products

- Draft "normative documents" requested by GOR or the State Duma. Memoranda to Russian Federation and Moscow drafting attorneys, commenting on laws under development or consideration.



- Summary reports upon passage of selected laws and regulations, outlining changes resulting from advice provided by the program.
- Semi-annual (August and February) "status of laws" report, listing and abstracting laws passed by the Russian Federation and the City of Moscow, laws in draft, and laws proposed by the government but not yet enacted.

Program Indicators (HSRP I and II)

In 1994 USAID developed a new series of indicators to monitor the achievements of the HSRP I. This indicator is listed below as are supplemental indicators included in the previous HSRP I workplan.

USAID Indicator: Establishment of policy and legislation necessary to establish a market-based housing sector.

Targets:

- Enactment of legislation clearly establishing private property rights, including fee-simple ownership of land/structures and for housing and commercial users by the end of 1996.
- Enactment of a law on condominiums by the end of 1995.
- Enactment of enabling housing finance legislation, including a law on mortgage by the end of 1997.
- Establishment of a policy or law at the national level mandating real increases in tenant payments for maintenance and communal services by the end of 1995.

The performance indicators contained in the contract for the first option year of HSRP II target activities are not applicable because USAID program managers during the first year of HSRP II's implementation decided the original focus of legal activity on land and zoning issues would not make the best use of program resources, given the large program of work underway in the USAID real estate reform project.⁵ Generally, it was decided that HSRP legal work would continue to focus primarily at the national level. Hence, *in addition* to the HSRP I indicators and targets listed above, the performance indicators for the housing and land policy work during the year are:

- Passage of the urban planning codex by the summer of 1997.
- Establishment of the Agency for Mortgage Lending by January 1997.

⁵ These indicators were: (1) specific legal and regulator documents in support of urban planning and zoning, infrastructure development, and shelter policy adopted by at least four local authorities receiving assistance; (b) specific legislation and regulations conducive to public/private partnerships for infrastructure development is adopted by at least two local authorities; and (c) model documents will be disseminated through local institutions or professional organizations with a cadre of local expert advisors qualified to assist local officials adopt policy reforms.



Resources Summary

In addition to the time of Stephen Butler (3.0 person-months), the following resources are expected to be needed for this activity during the period.

U.S. professional staff	
Short-term consultants (S. O'Leary)	2.0 person-months
Russian professional staff	
Moscow staff	24.0 person-months

Note that two experts who worked this year on land and real estate policy are expected to be substantially absorbed into the HSRP II Task Order on land use regulation, with a 25-30 percent of their time devoted to Russian Federation-level legislation under this contract. Should this not happen, the project will propose some more general reallocation of LOE within the work program toward policy development, including land use regulation at the municipal level.

Related Activity

The principal related activity is the legal work being done under USAID sponsorship by the Institute for Law-Based Economy (IILBE). A good working relationship has been established between HSRP and the IILBE, with HSRP tending to take the lead on housing legislation and IILBE on real estate issues—although both institutes are active in both arenas. HSRP also cooperates on legal issues with the various World Bank projects.

2.E. Housing Allowances

The ultimate objective of the program of rent increases and the implementation of housing allowances is to integrate the state housing sector with the private market in a system in which rents are determined competitively, households have maximum flexibility in their choice of location and housing quality, and a major portion of the housing stock is privately owned. Subsidies paid only to low-income families will make it possible to reduce government support for existing rental housing by raising rents from their current relatively low levels. The quality of the existing housing stock will be improved in the short term by using part of the increased revenue from raising rents for maintenance of the state stock, and, in the longer term, by basing income received by providers of rental housing on the quality of housing delivered to both subsidized and unsubsidized tenants.

The overall shortage of housing will be ameliorated because raising rents creates a strong incentive for tenants with extra housing to shift to smaller units; in this way, over time, a significant part of the waiting list may be served without having to build more housing. Allowances will also encourage private landlords to rent their housing on the open market by indicating that the government is moving away from rent controls on state units and by simulating housing demand. (Rents on privately owned units are not controlled.) Finally, to encourage housing privatization explicitly, the Russian Federation has decided to make those who have privatized their units eligible for housing allowance payments.



Current Status

Phased-rent increases and the implementation of housing allowances became a reality in 1994. Specific developments associated with implementing housing allowances over the past two years have been:

- A clear majority jurisdictions tried to hit the target of increasing rents to cover 35-40 percent of *normative* operating costs in 1995. Since maintenance is typically funded at only half of its normative level, the coverage of actual costs is actually somewhat higher.
- Estimates are that about 95 percent of the Russian population lives in areas where housing allowance programs operate.
- Most jurisdictions are setting the share of income that households must spend on rent before receiving a subsidy at 15 percent of income. There are some variants, however. Some examples: Nizhni Novgorod Oblast has a graduated scale beginning at 2.5 percent of income for the poorest households which increases to 15 percent at moderate income levels; Moscow is subtracting a minimum wage for each household member in determining program income.
- Participation rates (as a percent of all households) are low—typically 5-10 percent—as expected, given the still low rent levels and the relatively large household contribution rate. National data indicate that in January 1996, some 3.5 million households (7 percent) received allowance payments. In major urban areas 35-40 percent of those with incomes below the poverty line receive these subsidies.
- Most monthly subsidy amounts are modest—about 25,000 rubles.
- The combination of low participation rates and low subsidy payment amounts means that most increased rental revenues—over 90 percent—have been available to the local budget. Nevertheless, as coverage ratios increase, the net (of allowance payments and administrative costs) revenue to cities declines. Some cities are overestimating the fall off and are resisting further increases.
- Few administrative difficulties have been reported. Most jurisdictions began by using very simple income verifications procedures—arguably the right approach given the small amounts of money involved. Nevertheless, these procedures used are being rigorously applied in the offices visited.
- Many jurisdictions have computerized or are computerizing their program administration system.
- A variety of different agencies are being used to administer the program, although the most common appears to be for the local department of housing and communal services to be responsible, sometimes setting up new offices and sometimes adding the task to the work of existing offices.



A significant set back for the rent increase program was the passage by the State Duma in December 1995 of a law amending the Law of Fundamentals of Housing Policy which extended from five to ten years (2004) the period during which local governments have to reach 100 percent cost recovery. At this stage it is unclear how localities will react to this change, since it only provides them with the opportunity to move stretch out the implementation period. The bright element to this change is that the Council of Ministers Resolution implementing the new law⁶ stated that costs of rehabilitations are to be included among those to be fully covered by rents by 2003 as well as those for maintenance and repair and communal services.

A final important development is the emergence of greater price stability in Russia. This stability reduces both the frequency with which rent increases are needed and their size. This is important because by the end of 1995 many administrators had become wary of frequent announcement of large increases. Here it is worth noting that on average rents were increased by twice the level of over inflation during 1995, but that even with such large increases the impact on cost recovery was modest because of the jump in energy prices during the year.

The HSRP team was active during the 1995-1996 year with program implementation. Major tasks included:

- The HSRP team provided detail advice on implementation of the allowance program to about twenty cities, including Moscow, St. Petersburg, and Nizhni Novgorod, Vladimir, Ryazan, and the cities included in the World Bank housing divestiture project (excluding Orenburg).
- Developed a handbook for monitoring program operations, including report formats for tables for different levels of city management, including mayor and deputy mayor.
- Developed a handbook for improving income certification procedures, based on a combination of Russian "best practices" and international experience.
- Helped organize and were the major presenters at three all-Russia conferences on the administration of housing allowance program. Also, with Minstroï, issued three bulletins on current experiences with the program and ways to improve local administration.
- Assisted Minstroï and Goskomstat set up national monitoring system on rent increases and prepare and distribute tabulations semi-annually based on these data.
- Completed a second evaluation of program operations through survey work in Gorodetz (Nizhni Novgorod Oblast) and the municipality of Vladimir, two fast-starting jurisdictions, as well as Moscow.

Activities During This Workplan Period

While implementation of the program of rent increases and introduction of housing allowances has been fairly smooth during its first two and a half years, it continues to be absolutely

⁶ No. 707 of June 18, 1996.



imperative that the program be intensively monitored and problems dealt with as they emerge, lest local support for rent increases be undermined. To this end, the HSRP team will undertake the tasks outlined below as well as addressing problems as they emerge.

■ **Program Refinements.** There are further implementation steps that will be required in the next year:

- The team will continue work to promulgate the program the HSRP has developed to project the consequences for city revenues and tenants (both participants and non participants) of rent increases or changes in housing allowance program parameters. Most cities do not have this capability and this has led in some cases to hesitancy to raise rents and in others rents are being raised but with undesirable side effects.
- In 1994 and 1995 rents were typically raised on an across-the-board basis, i.e., little allowance was made for differences among units in terms of quality and location. Some cities have begun to more sharply differentiate rents to more closely reflect market values. The team will develop guidelines for cities on how to implement more refined procedures based on three sources of information:
 - Current practices in pioneering cities;
 - Work with one city to implement significantly more reformed procedures; and
 - Detailed methodology for using a regression-based technique to assign rents to different types of units.
- Council of Ministers Resolution No. 707 of 1996 states that capital costs will be included in the costs to be covered by tenant payments by the year 2003. Today there are no estimates of the extent of the rent increase potentially involved. This is an important positive development. The HSRP team will work to develop estimates of the target level of rent increase necessary to fulfill this instruction.

■ **Program Evaluation and Monitoring.** The team will continue to work with the available Ministroi-Goskomstat data on rent increases and try to get these agencies to improve the quality of the data collected. The monitoring by HSRP of housing allowance operations in a dozen cities will continue, and the evaluations in Vladimir, Gorodetz and Moscow will continue (see Section 2.H).

Training

The team will co-sponsor and be the chief principal presenter at a minimum of one national conference and three to four regional conferences on housing allowances during the year. These conferences will focus on improving administration program administration and alternative strategies for phasing rent increases and their implications. The regional conferences will be in the three new "regional centers."

Institutionalization

The main task for institutionalization is preserving the expertise developed in the Russian HSRP staff so that these individuals can be a continuing resource after the conclusion of the HSRP. Plans for doing this are outlined in Section III.



Products

- Reports on analysis of rent increases and housing allowance implementation.
- Procedures manual on adjusting rents on the basis of market data and an analytic paper on including capital costs in rents.

Program Indicators (HSRP I)

USAID Indicator: Housing allowances targeted to support the most needy households

Targets:

- Rents for municipal housing at least 80 percent of full operating costs (nationwide average) by the end of 1998.
- Enactment of housing allowance program in the Russian Federation achieved in 1993.

Resources Summary

The following resources are expected to be needed during the period, beyond those of the core staff:

U.S. professional staff	
Short-term consultant	1.5 person-months
Russian professional staff	
Moscow staff	9.0 person-months

2.F. *Housing Codes*

An effective housing code system—addressing building use and sanitary and other health standards in existing residential buildings—can play an important role in encouraging competition and competency among maintenance firms and providing safe, adequate housing for Russian residents. Compliance with housing codes will serve as a standard by which residents can compare the quality of housing units and the services provided by maintenance firms. Ownership of units will become more attractive as they are better maintained.

With more private ownership and more private management, it will be increasingly important to have clearly stated housing standards. The Russian housing stock has seriously deteriorated over the years because of poor incentives to maintenance companies and lack of compliance with housing codes (which were unrealistic and generally not enforced). In the new system compliance must become the rule; and to satisfy residents who will be paying higher rents, improvement must be evident from the start. At the same time, codes must be realistic, i.e., compliance must be within the financial capacity of building owners. To achieve this, the HSRP team has been working with the Moscow and Russian Federation governments to develop a modular code which will focus on the most critical standards at the beginning with stricter and more complete standards following.



Current Status

At the Russian Federation level the major legislative development was the issuance in September 1994 by the Council of Ministers of the Russian Federation of an order which permits a national housing inspection system for all regions. Subsequent Federation-level legislation has been limited to organizational issues. The Government made a formal decision against creation of a national housing code. Codes will be formulated and adopted at the level of the Subject of the Federation. By the summer of 1996, Chief Housing Inspector positions and housing code programs had been established in 47 Subjects of the Federation.

The HSRP team, the Chief Housing Inspector of the Russian Federation (a Minstroï post), and the Director of Moscow Office of Housing Inspection devised the strategy in 1995 that designated the City of Moscow—which had the only existing housing inspection agency in the country at the time of the Government resolution—as a testing ground and leader for the national program. The idea is that other municipalities and regions will subsequently adopt codes based on the Moscow experience and that the Moscow Housing Inspection could serve as a training facility for the regions. Moscow has succeeded in passing the basic legislation on the housing inspection, including a clear statement of responsibilities of owners and an explicit listing of fines for various violations.

Activities and developments of the past year concentrated on working with the City of Moscow Housing Inspection to develop normative acts. This work had two components: expert advise by U.S. consultants to Moscow officials and study tours to the U.S. to see housing code programs and related enforcement mechanisms in action. The following specific activities were undertaken:

- HSRP consultants provided detailed comments on Moscow and Russian Federation draft normative documents.
- In October, two U.S. consultants participated in a three-day roundtable discussion to prepare recommendations on administrative and court proceedings arising from code enforcement; the session was organized by the Moscow City Housing Inspection.
- In January 1996, senior officials from the Moscow City Housing Inspection, the City Civil Court, the Federal Arbitrage Court and the City Duma visited the U.S. to learn more about administrative and judicial proceeds associated with housing inspection.
- Three officials of the Moscow City Housing Inspection participated in a study tour to the U.S. to study computerized record keeping and related management information systems for tracking the results of housing code inspections and scheduling inspections.

The Office of Housing Inspection has proposed a number of generally progressive, legislative acts that would strengthen its position. HSRP advised on the development of all of these acts. These have met resistance within the Moscow Government and most have not been passed. Nevertheless, the past year has featured two important pieces of legislation:



- Moscow City Law, "On Responsibility for Violations of Norms and Housing Standards on Use, Preservation and Maintenance of the Housing Stock of the City of Moscow," N.26, December 1995; and
- Moscow City Law, "On Moscow City Normatives for Maintenance of the Housing Stock and Measures for Their Implementation," June 1996.

In addition, work continued at the Russian Federation level. In particular, a study tour was organized for ten Chief Housing Inspectors from the Subjects of the Federation and HSRP staff participated in three national seminars organized by Minstroi, including a major event in Ufa in May. HSRP published "brochures" this year summarizing the U.S. code enforcement system and a compilation of the normative acts on housing codes passed by the City of Moscow. Both were distributed to all Chief Inspectors in the Subjects of the Federation and involved Federation-level officials.

For all of this work, Quadel Consulting provided the experts from its own staff, principally Veda Watts, and by engaging Thomas Connolly, the Director of Housing Inspection for the State of New Jersey. The continuity of this team over the past two years has been important to program success.

Activities During This Workplan Period

As indicated, very substantial progress has been made in Moscow on developing the legal basis for a sensible code enforcement program. The advice of HSRP consultants—and the study tours to the U.S.—were critical to reorienting the thinking of officials toward realistic standards and reasonably efficient enforcement mechanisms. While the legal acts may not go as far in these directions to mirror U.S. practices, they nonetheless represent a genuine shift in direction.

Plans for the next year are premised on a much lower level of activity than in the past year. Beyond simply engaging in a holding action, i.e., to prevent erosion in the progress to date, housing codes offer some opportunities that should not be overlooked.

■ **Further Development of Legislation.** The Moscow Housing Inspection proposes further development landlord-tenant legislation, particularly in the direction of tenant obligations. This is consistent with related work on the revision of the *naim* or social housing contract which would among other things set out stronger penalties for non payment of rent and other acts in violation of the lease agreement.

■ **Strengthening Training Programs.** HSRP staff have attended the course offered by the Moscow Housing Inspection to its own inspectors and for inspectors from the regions. We found it to be of reasonable quality. It includes both classroom lectures and on-site trial housing inspections. The principal need is in the area presentation technique. Use of an overhead projector and a generally more lively and engaging approach is needed. The project will work to solve these problems. The HSRP team now has its own training-of-trainer capability.

Another aspect of strengthening the program will be to advertize the quality and availability of the training course to the regions. HSRP will discuss options with the Moscow Inspection and may sponsor a few regional participants to attend the course as a step in building up attendance.



Training

HSRP will work with the training facility of the Moscow City Housing Inspection to strengthen its program, including holding a training-for-trainers workshop for the facility's faculty.

Institutionalization

The strategy here is for the Moscow City Housing Inspection to be an enduring national resource in two ways. First, by serving as a good quality training facility for the nation. Second, by continuing to be the leader in the development of local legislation in the housing code sphere. HSRP is working with the Moscow Office in both areas.

Products

- Draft landlord-tenant legislation and further normative documents at the Moscow City-level on housing code enforcement.
- Training of trainers program held for the Moscow housing inspection.
- Expert commentary on draft legislation at the federation level.

Performance Indicators (HSRP I)

USAID Indicator. Improving the quality of maintenance, residential safety and the overall living environment through adoption and implementation of a realistic housing code

Targets:

- Basic housing code adopted and implemented in Moscow in 1995 and in two other Subjects of the Russian Federation by summer 1996.
- Through the national training center established in Moscow, train professional inspectors and inspection function supervisors from twenty cities in performing and administering housing code inspections and enforcement procedures by the end of 1996.

Resources Summary

The following resources (provided through HSRP subcontractor Quadel Consulting) are required:

U.S. professional staff	
Short-term consultant	0.5 person-months
Russian professional staff	
Moscow staff	2.0 person-months



2.G. Sector Monitoring and Evaluation

To date sector monitoring and program evaluation have been key elements in HSRP I, providing valuable information for program design and policy formulation. These activities will continue in 1996-1997 as described below.

Highlights of the Past Year

Three related, but distinct, tasks fall under the general rubric of monitoring.

- Keeping track of general developments in the sector, such as the volume of housing produced, the extent of privatization, the volume of mortgage credit, price developments, government subsidy policy and the like.
- Developing and maintaining more specific indicators for the various components of the projects described above. These activities may include original data collection and evaluation.
- Maintaining a log of legal developments and what they mean for the evolution of the sector to operating on market principles.

Major products of the past year have been:⁷

- Gathering of urban development indicators data for Moscow and four other cities for 1994 (following the USAID/World Bank/Habitat format). These data served as part of the Russia country contribution for the UNCHD Habitat II conference.
- Preparation of tables in November, 1995 and April, 1996 summarizing the activity of samples of cities in holding competitions to select firms to maintain municipal housing and in forming and registering condominium associations.
- Completion of analyses and reports based on data from the Moscow Longitudinal Household Survey on household mobility, housing demand, and broad trends in sector development.
- Initiation of evaluations of the impact on the quality of maintenance services of the shift to private, competitively selected, maintenance firms from the old REUs in St. Petersburg and Ryazan. In Moscow the hard-hitting results of an evaluation of the improvement in maintenance services achieved by shifting to private firms was instrumental in gaining the support of Mayor Luzhkov for the program. The same type of before-and-after evaluation will be repeated in these cities to help create support for the program. The additional information is likely to be more convincing to regional authorities who typically are skeptical of results produced for Moscow.

⁷ See the list of papers in the attachments for reports produced.

- Continuation of the assessment of the housing allowance program in Vladimir and Gorodetz—two fast starting local governments—and Moscow.
- Preparation of a summary table of a sample of commercial banks' long-term lending for home purchase.
- Preparation of two semi-annual reports summarizing the changes in laws and regulations in the housing sector.
- Initiated development of program for obtaining "real estate reform indicators" for a set of Russian cities. Working with local officials and the Union of Russian Cities, a set of indicators has been defined. They cover such areas as land sales, registration, and land use regulation practices. A pilot test of gathering these data will be conducted in September in two cities, Cheliabinsk and Ryazan.

In addition the team has worked with the World Bank to monitor the implementation of the February 1996 IMF-GOR Agreement.

Activities During This Workplan Period

■ Monitoring Sector Developments.

- *Housing indicators.* Using the data on the expanded set of indicators provided by the contractor at the Institute for Economic Forecasting, indicators for 1995 and 1996 will be compiled, thereby extending the full series to cover 1989-1996.
- *Real estate reform indicators.* Depending on the results of the pilot surveys, HSRP will, with the Union of Russian Cities, request that about 50 cities complete the survey instrument. A summary report will be prepared and sent without charge to all participating cities. This work may be transferred to the "Reform Deepening" task order for execution.
- *Major report on sector reform.* Similar to the reports prepared in 1994 and 1995, a comprehensive report will be prepared in the first half of 1997.
- *Tracking developer experience in obtaining finance.* As a result of HSRP assistance, nine developers applied to banks for construction period loans in the summer of 1996. In this activity, the experiences of the developers in actually obtaining loans and repaying them will be tracked to develop further materials for courses on this topic.
- *Monitoring reports.* Two types of documents will be prepared.
 - Summary tables based on samples of cities or banks will be compiled semi-annually on: maintenance competitions, condominium formation, local housing allowance programs, and long-term lending for home purchase; and
 - Reports will be prepared on sector developments on an opportunistic basis, using data generated by the project and other data series.



■ **Conference Organization and Participation.**

- *Conference participation.* The team has and will continue to receive invitations to participate in conferences at which developments in the countries of Eastern Europe and the NIS are discussed. Conference organizers are anxious to have contributions on developments in Russia. Other conferences could of the type providing more instruction for Russian participants on key topics.

The European Network for Housing Research will hold its large annual meetings in September 1997, and the HSRP will very likely be invited to participate. It would be also useful for a few other Russians to be invited by USAID to participate. The workplan budgets for attendance by five persons (one American and four Russian) at these conferences and three persons at each of two other conferences over the period.

- *Sponsorship of regional conference on rental sector reform.* As previously discussed with USAID/Moscow, the Institute for Urban Economics is taking the lead on organizing this conference on November 11-13 in Moscow with USAID sponsorship. It is expected that papers describing rents reforms, housing allowance programs, and improvements in management of the housing stock will be prepared by presented by eight to ten countries from Eastern Europe and the Commonwealth of Independent States. The primary objective of the conference is to stimulate thinking in attendees about new directions in the reform process by learning of the successes and problems of other countries going through the same process.

■ **More Detailed Indicators for Priority Areas.**

- *Housing allowance evaluation.* In 1994 and 1995, the HSRP gathered data in three cities—Vladimir, Gorodetz, and Moscow—to obtain critical information on program implementation. The primary objective was to determine if those who are supposed to be protected through the housing allowance program are receiving benefits and if the program has been structured and administered in such a way that the payments received by participants are appropriate. To address this question a general survey of the population was conducted. In addition, a random sample of program participants was surveyed to learn about their treatment under the program. The data have proven extremely valuable to Ministroi and local officials for making adjustments to the program. In the fall of 1996 these surveys will be repeated and new analysis carried out.
- *Evaluation of St. Petersburg and Ryazan housing maintenance.* These evaluations will be completed this year with the collection of the second wave of survey data and analysis of the data.

■ **Monitoring Legal Developments.** Legal advisors Butler and O'Leary will continue to maintain this log. Every six months a "status of laws" report will be produced and will list and briefly abstract all laws passed by the Russian Federation and the City of Moscow, laws in draft, and laws proposed by the government but not yet enacted. Reports are prepared in February and August.

Institutionalization

Actions in two directions are designed to sustain monitoring and evaluation work after project termination. Much of the work in this area has been performed over the past four years by a U.S. research assistant, reporting directly to the Chief of Party. During the first half of this project year the current research assistant will train a Russian to take her place. The new person will be instructed in data analysis techniques, the procedures for obtaining certain types of data, and the project's extensive existing data files.

The second institutionalization activity will be to work with Ministroi on beginning to transfer some monitoring activities that have been conducted by the project to Federation. Ministroi probably lacks the capacity to carry out these activities itself. Therefore, it is probable that it will rely on a combination of requesting data collection support from Goskomstat and contract for data analysis support from Russian contractors, including the Institute for Urban Economics.

Products

- Highlights of succeeding waves of housing indicators for Moscow.
- Results of the evaluations of the implementation of housing allowances.
- Results of the evaluation of the impact on maintenance quality of the introduction of private firms to carry out building maintenance.
- Semi-annual "status of laws" report
- Three to six sector monitoring reports.

Resources Summary

Resources beyond those of the Moscow core staff expected to be needed for this work are:

U.S. professional staff	
Data analysis/report preparation (L. Lee)	5.0 person-months
Russian professional staff	
Moscow staff/consultants	15.0 person-months

2.H. Grants Program

Current Status

There is a small but growing number of private voluntary organizations (PVOs) and non-governmental organizations (NGOs) working throughout the housing sector in Russia. Assistance received through USAID's Housing Sector Reform project has provided many of these PVOs and NGOs with much of the expertise and techniques necessary to operate in and assist the development of their local housing sectors. Unfortunately, current economic conditions in the country present significant difficulties for many of these NGOs to get off the ground and begin



successful and productive operations. The Small Grants Program of HSRP II was established to support the institutionalization of housing sector reform by funding primarily non-governmental organizations that have already received assistance or technical advice under the HSRP I program. The purpose of the grant program is to help such organizations become self-sustainable through long-term revenue generating activities.

At the end of March 1996, the Urban Institute distributed an announcement of the first HSRP II Small Grants Competition to relevant organizations which could be identified throughout Russia. This announcement described the purpose and potential size (up to \$6,000 each) of the grants, the qualifications necessary to compete, what should be included in each proposal, and the process of proposal review and grantee selection. Thirteen proposals from seven cities were submitted by the deadline of April 30.

A special review committee consisting of two UI staff and a representative from USAID was created to review the proposals. A standardized form was used by each committee member to evaluate the proposals against the qualifications. Proposals that showed a significant contribution to housing sector reform, organizational sustainability, experienced staff and the potential for long-term growth were given the highest marks. Preference was also given to those organizations that had worked closely with or had significant contacts with HSRP programs over the last several years.

Of the thirteen proposals submitted, ten were accepted: five for the full amount requested, and five applicants were granted a partial amount of their request. In all, just over \$36,000 was offered to the grantees. Those awarded grants were:

- 13 - 10:515
- The Public Center for the Support of Housing Sector Reforms (Novosibirsk);
 - The Moscow Union of Housing Owners in Municipal, Cooperative and Departmental Housing Stock (Moscow);
 - The Tver Association of Housing Associations (Tver);
 - The All National Fund for Decent and Affordable Housing (Moscow);
 - The Urals Regional Association of Housing Owners (Ekaterinburg—2 grant proposals accepted);
 - The Partnership of Housing Associations (Archanglsk);
 - The Moscow Union of Housing and House Construction Cooperatives and Other Non-commercial Autonomous Housing Associations (Moscow);
 - The Moscow Housing Association (Moscow); and
 - The Public Center for Support of Housing Sector Reforms (Novosibirsk);
- 42
13

Grants were not approved for those organizations that submitted poor quality applications or for those that the committee thought could achieve their goals through existing technical assistance programs. Explanatory letters were sent to all unsuccessful candidates explaining the weaknesses of their applications and encouraging them to submit new proposals in the next HSRP small grant competition. Successful candidates were notified of the amount they were granted and were sent "Grant Agreements" to be signed and approved by UI.

Activities During the Work Plan Period

During the period the Urban Institute will closely monitor the implementation and management of the first group of approved grants. Quarterly financial and narrative reports will be



required from each grantee, as well as a final narrative report outlining the achievements of each project.

In the late winter or early spring of 1997, the Urban Institute will send out an announcement for a second round of the Small Grants Program. It is expected, however, that the total amount to be offered to successful applicants in the second round will be larger than offered in the first round. This increase will be due to an expected growth in the number of interested and qualified housing sector NGOs in Russia. Also, more potential grantees will learn about the HSRP grant program at upcoming NGO seminars and conferences. One such conference under USAID sponsorship is expected to take place in St. Petersburg in September 1996. At this conference, UI experts will be available to provide information and consultations on submitting quality grant proposals for future competitions.

Grant amounts offered in the second round will have a maximum of \$10,000 each, with an estimated ten winners. As in the first round, this money will be used by grantees to become more self-sustainable and to continue their impact on housing sector reform in Russia.

Institutionalization

The lessons learned from the first and second rounds of the small grants program will provide guidance in implementing the third and any future rounds of USAID-funded housing sector related grants programs. Upon the successful completion of the second round of the small grants program, it is expected that a well-trained Russian staff at the Institute for Urban Economics will be fully capable of administering and managing successful future grant programs. In the long-term, the administrative role for future grant programs should be handed over to an all-Russian housing sector organization such as the Institute for Urban Economics, provided that USAID grants continue to be available to PVOs and NGOs in the Russian housing sector.

Products

Ten to fifteen small grants up to \$10,000 each (not to exceed the \$200,000 provided for by USAID in the HSRP II contract) granted to Russian or U.S. PVOs and NGOs working in the housing reform sector in Russia.

Performance Indicators

- Complete the second round of the small grants program.
- Transfer administrative responsibility of the grant program to a local Russian organization.

Summary of Staff Resources

No specific personnel resources have been allotted for the implementation of the small grants program. UI staff will be called upon as necessary to facilitate the successful management of the program.



Related Activity

David Dunbar, as part of his activities under a separately funded CHF contract, will be working with housing NGOs. HSRP will consult with Dunbar about the areas the grants might fund and about organizations to whom the grant announcement should be sent.

3. INSTITUTIONALIZATION SUMMARY

Creating permanent, systemic change has been a priority throughout the life of the Housing Sector Reform Program. As indicated in the detailed descriptions, the project's plans are to achieve institutionalization at two levels: the local level in the cities in which project activity is concentrated and at the national level. While creation of sustainable training programs is included at both levels, the formation of a permanent institution to work with cities and banks on housing reforms is focussed at the national level. The following summarizes the relevant activities in the program at both levels.

Local-Level Institutionalization

- **Enterprise Divestiture.**
- Training programs established to work with condominium associations on a permanent basis.
- Local governments knowledgeable about the procedures for "mass creation" of unit owners through privatization and condominium associations and able to continue this process.

National-Level Institutionalization

- **Enterprise Divestiture.**
- Training courses offered at the national level of self-sustaining basis for condominium formation and initiation of competitive maintenance
- Creation of a core team of Moscow-based experts capable of working with municipalities on a commercial basis
- **Housing and Construction Finance.**
- Shift in provision of consulting services from USAID-sponsorship to IUE on a commercial basis
- Updating selected manuals in the "Mortgage Handbook Series" for recent developments
- Preparation of practical manuals for banks on construction finance lending to facilitate entry of more banks into the business
- **Infrastructure Finance.**
- Development of a "resource center" to provide consulting services to interested cities
- **Monitoring and Evaluation.**



- Work with Minstroi to transfer selected activities from Urban Institute to the agency

The centerpiece of institutionalization is the development of the Institute for Urban Economics (IUE). This non-profit research and consulting firm, created by the Urban Institute's Russian professional staff, was registered in November 1995 and will become fully operational in January 1996. It is now the Urban Institute's principal subcontractor for the project. As indicated in the Introduction, during this program year IUE will have primary responsibility for executing several parts of the workplan.

IUE staff will continue to serve as instructors in courses on housing finance, housing reform, condominium creation, competitive maintenance and for new courses on infrastructure finance—courses that are offered in cooperation with different specialty institutions, such as the Association of Mortgage Banks, the Association of Construction Banks-Russia, the International Academy of Entrepreneurship and others.

IUE has a solid record of achievement during its first months of operation. Its staff has expanded to about 30 persons. It has diversified its funding sources to a moderate degree with small contracts with the German firm "empirica," the World Bank, and Minstroi of the Russian Federation; it is also very likely to receive a significant grant from the Ford Foundation for institutional development activities. The Institute has set up its finances following international conventions. The first meeting of its Board of Trustees was held in February.

Performance Targets (HSRP II)

The contract specifies the following indicators for the first option year.

- Russian staff capable of continuing all previous year's activities.
- Training courses related to activities at additional project sites are available.
- Training to build capacity for a team of Russian staff/organization able to extend this program to other geographic regions is available.

These remain applicable regardless of the various other changes in the program.



4. MILESTONES

1996

- October
- Mortgage lending course offered by IUE
 - Initial meetings held with banks in regional centers on interest in making mortgage loans and financing residential construction projects
 - Award first contract for competitive housing maintenance
 - Infrastructure finance feasibility assessment visits to at least 5 cities
- November
- National conference on rent reform and housing allowances
 - Bridge loan and home improvement course offered by IUE
 - Publication of "Interactive Construction Finance Cashflow Model"
 - Enter into agreements with regional training centers; complete round of visits to principal cities in each region to solicit participation in the program
 - Completion of special policy study on legal aspects of taxation of municipal bonds
 - Upgrading of infrastructure financial analysis software
- December
- Guidelines report on adjusting rent payments for municipal units to correspond to market values
 - Publication of "The Process for Bankers to Order & Evaluate Real Estate Appraisals"
 - First seminars in regional centers
 - Presentation of one-day seminar on infrastructure finance in regional center
 - Application of budgetary analysis and enterprise financial analysis in one municipality
 - Decision of one or two additional cities to seek long-term financing for infrastructure

1997

- January
- Monitoring and "best practices" report on housing allowances
- February
- Summary report on legal developments in the sector
 - Mortgage lending course offered by IUE



1997

- February** Registration of minimum additional condominiums from October: 5 in Moscow and St. Petersburg; 2 in Nizhni, Vladimir, Ryazan; 1 in each of 3 cities in areas covered by each of the Regional Centers
- Presentation of one-day seminar on infrastructure finance in regional center
- March** Results of housing allowance evaluation
- Maintenance competitions held since October: 2 in Nizhni, Vladimir, Ryazan; 1 in each of 3 cities in areas covered by each of the Regional Centers
- Completion of "how to" manual on long-term financing of urban infrastructure projects in Russia
- April** Results of evaluation of implementation of competitive maintenance in Ryazan and St. Petersburg
- Additional maintenance competition in St. Petersburg
- Presentation of one-day seminar on infrastructure finance in regional center
- May** Mortgage lending course offered by IUE
- Registration of minimum additional condominiums from February: 5 in Moscow and St. Petersburg; 2 in Nizhni, Vladimir, Ryazan; 1 in each of 3 cities in areas covered by each of the Regional Centers
- June** Monitoring and "best practices" report on housing allowances
- Major report on housing sector reform 1991-1997
- Successful long-term borrowing for infrastructure by at least one participating municipality or oblast
- July** Report on housing indicators for Moscow
- Presentation of one-day seminar on infrastructure finance in regional center
- August** Summary report on legal developments in the sector
- IUE Russian staff takes over responsibility for construction period finance
- Maintenance competitions held since March: 2 in Nizhni, Vladimir, Ryazan; 1 in each of 3 cities in areas covered by each of the Regional Centers

**1997**

September Registration of minimum additional condominiums from May: 5 in Moscow and St. Petersburg; 2 in Nizhni, Vladimir, Ryazan; 1 in each of 3 cities in areas covered by each of the Regional Centers

Successful long-term borrowing for infrastructure by at least one participating municipality or oblast



5. STAFFING SUMMARY BY TASK

Table 8 lists the planned allocation of U.S. and Russian staff to well-defined tasks during the next year. In addition to summarizing the information presented on a topic-by-topic basis in Section 2, it also indicates to which contract the staff time will be budgeted and charged.

Table 8
Professional Staff Resources for 1996-1997

Activity	Contract	U.S. (LTA) ^a	U.S. (STA)	Russian
Policy/legislation	I and II ^c	15.0 ^a	5.0	24.0
Housing allowances	I		1.5	9.0
Enterprise divestiture	II	4.0 ^b	2.0	166.0
Regions				(121.0)
Moscow/St. Petersburg				(45.0)
Mortgage finance	II		4.0	35.0
Construction finance	II		4.0	35.0
Infrastructure finance	II	6.0	6.0	40.0
Housing codes	I		0.5	2.0
Monitoring and evaluation	I	3.0	2.0	15.0
TOTAL		28.0	25.0	326.0

Notes

- a. Struyk 8 person-months; Wiklund 7 person-months
- b. Wiklund
- c. LOE is split 50-50 between the two projects.

It is emphasized that enterprise divestiture program is highly ambitious relative to the level of resources available. Should additional resources become available, the first priority is to allocate more resources to this activity.



6. RECAPITULATION OF PERFORMANCE INDICATORS

The following table summarizes the performance indicators for the 1996-1997 contract year. This is a restatement of indicators presented in other parts of this document:

Contract	Activity	Performance Indicator
II	<i>Mortgage Finance</i>	<ul style="list-style-type: none"> — One or two banks added in each regional center not previously served and they will begin mortgage lending operations. — The Institute for Urban Economics will develop enhanced housing finance training programs. — A full cycle of courses offered in the Certified Mortgage Lender training and initial graduates certified. — Two banks making pilot building rehabilitation loans to condominium associations.
II	<i>Construction Period Finance</i>	<ul style="list-style-type: none"> — Five banks making loans; banks will be from both Moscow and regional cities. — Dissemination of information through Russian Society of Appraisers, other appraisal organizations and bank associations.
I	<i>Housing and Land Policy</i>	<p><i>Original indicators</i></p> <ul style="list-style-type: none"> — Enactment of legislation clearly establishing private property rights, including fee-simple ownership of land/structures and for housing and commercial users by the end of 1996 — Enactment of a law on condominiums by the end of 1995. — Enactment of enabling housing finance legislation, including a law on mortgage by the end of 1997. — Establishment of a policy or law at the national level mandating real increases in tenant payments for maintenance and communal services by the end of 1995. <p><i>Additional indicators</i></p> <ul style="list-style-type: none"> — Passage of the urban planning codex by the summer of 1997. — Establishment of the Agency for Mortgage Lending by January 1997.



Contract	Activity	Performance Indicator
I	<i>Housing Allowances</i>	<ul style="list-style-type: none">— Rents for municipal housing at least 80 percent of full operating costs (nationwide average) by the end of 1998.— Enactment of housing allowance program in the Russian Federation achieved in 1993.
I	<i>Housing Codes</i>	<ul style="list-style-type: none">— Basic housing code adopted and implemented in Moscow in 1995 and in two other Subjects of the Federation by summer 1996.— Through the national training center established in Moscow, train professional inspectors and inspection function supervisors from twenty cities in performing and administering housing code inspections by the end of 1996.
II	<i>Institutionalization</i>	<ul style="list-style-type: none">— Russian staff capable of continuing all previous year's activity.— Training courses related to activities in additional project sites are available.— Training to build capacity for a team of Russian staff/organization able to extend this program to other geographic regions is available.
II	<i>Infrastructure Finance</i>	<ul style="list-style-type: none">— Municipal projects analyzed in 8-13 cities.— Publications disseminated on: legal aspects of taxation of municipal bonds; guidelines on long-term infrastructure finance; and, "how to" manual on long-term financing of infrastructure projects.
II	<i>Small Grants Program</i>	<ul style="list-style-type: none">— Complete the second round of the small grants program.— Transfer administrative responsibility of the grant program to a local Russian organization.
II	<i>Enterprise Housing Divestiture</i>	See table on pages 37-38 above.



7. PROCUREMENT PLAN

The contract requires that the Urban Institute set forth a plan for the equipment purchases to be made under the contract. We do not anticipate much staff expansion under this contract and therefore equipment purchases will be limited. Some replacement of computers purchased four years ago, at the beginning of HSRP is, however, programmed. An additional overhead projector will be needed and we will upgrade one of the fax machines in anticipation of a much higher volume of messages from the regions.

Table 9
Equipment Procurement Anticipated in 1996-1997

Type of Equipment	Estimated Cost
3 replacement computers @ \$1,500	\$4,500
1 high capacity laser printer @ \$2,000	2,000
1 highly portable overhead projector	700
3 fax machines (regional centers)	2,000
1 plain paper fax machine	1,000

In addition to these items, it is possible that USAID will direct the Urban Institute to purchase equipment for use by cooperating municipal governments, trade associations, or other entities. Such purchases are not expected to exceed \$15,000.



8. SUMMARY DRAFT BUDGET

There is a good deal of uncertainty about both the funds that will be available for 1996-1997 and the cost associated with conducting a give program of work. Lack of precision about available resources arises from some difficulties in tracking actual expenditures in HSRP I and II, owing primarily to uncertainty about tax liabilities in the second half of the year (Russian taxes may not be due, but this may not be confirmed until October or even later) and to a lesser degree to late billing by various subcontractors to the Urban Institute. Tax status also clouds the situation for projecting expenditures.

The Table 10 gives two estimates of resources available.

Table 10
Estimated Resources Available (\$ millions)

Resources	Optimistic	Pessimistic
<i>Programmed</i>		
HSRP I	1.50	1.25
HSRP II		
Core funding	5.88	5.45
Addition of June 1996	0.37	0.37
Addition for military housing	0.50	—
Total	8.25	7.07
<i>Set-Asides</i>		
Agency for Mortgage Lending 1997-98 resources	1.00 1.00	1.00 0.80
Total	2.00	1.80
Resources available	6.25	5.27

It is worth comparing these figures with an estimated expenditures of about \$7.5 million in the current program year.

The cost of the program outlined in the earlier sections of this document are as estimated to be as shown in Table 11.

Table 11
Estimated Expenditures Under Alternative Assumptions About Liability for Russian Taxes (\$ millions)

Tax Status	HSRP I	HSRP II	Total
Taxes must be paid by project	1.41	5.16	6.57
Project exempted from taxes	1.26	4.09	5.37



Comparison of the figures in Tables 10 and 11 reveals that execution of the program described in the body of the text requires the U.S. and Russian Governments succeeding in inducing the Russian Parliament to pass the law exempting providers of USAID-supported programs from Russian taxes. Without the exemptions, program expenditures would have to be cut by one-sixth, under the pessimistic estimate of resources available.

Summary budgets are provided for HSRP I and HSRP II on the following pages, under two assumptions: the project is and is not subject to Russian taxes.

Note that the division of work between the two projects will be adjusted in September before the formal submission of task orders for the project to insure that the funds available under HSRP I are fully exhausted by the summer of 1997.

HSRP I WORKPLAN BUDGET - ESTIMATE WITHOUT RUSSIAN TAXES INCLUDED

1996 - 1997 HSRP WORKPLAN BUDGET	LOE	FULL COST W/O FEE	FEE	FULL COST WITH FEE
Long-term Advisors - U.S.				
Divestiture - Wiklund	2.00	136,801	7,524	144,325
Policy Reform - Struyk/Wiklund	7.50	545,283	29,991	575,274
Monitoring/Evaluation - Lee	3.00	195,144	10,733	205,877
	12.50	877,229	48,248	925,476
Short-term Advisors - U.S.				
Monitoring/Evaluation - Lee	2.00	23,090	1,270	24,360
Codes/Allowances - TBN	2.00	38,049	2,093	40,141
	4.00	61,139	3,363	64,502
U.S. Home Office				
UI Home Office	2.00	91,931	5,390	97,320
Subcontractors Home Office	0.25	6,061	0	6,061
	2.25	97,992	5,390	103,381
Russian Technical Assistance				
Monitoring/Evaluation	15.00	92,174	5,070	97,244
Housing Allowances/Codes	11.00	61,302	3,372	64,673
TOTAL	26.00	153,476	8,441	161,917
TOTAL	44.75	\$1,189,835	\$65,441	\$1,255,276

HSRP II WITHOUT RUSSIAN TAXES INCLUDED

1996 - 1997 HSRP WORKPLAN BUDGET	LOE	FULL COST W/O FEE	FEE	FULL COST WITH FEE
06611-100-00 Long-term Advisors - U.S.				
06611-101-00 Housing Finance	-	-	-	-
06611-102-00 Construction Finance	-	-	-	-
06611-103-00 Infrastructure - Firestine	6.00	231,489	13,889	245,378
06611-104-00 Divestiture - Wiklund	2.00	136,801	8,208	145,009
06611-105-00 Policy Reform - Struyk/Wiklund	7.50	545,283	32,717	578,000
06611-106-00 Land Reform	-	-	-	-
06611-108-00 Monitoring/Evaluation - Lee	-	-	-	-
06611-190-00 Field Office ODCs	-	-	-	-
TOTAL	15.50	913,574	54,814	968,388
06611-200-00 Short-term Advisors - U.S.				
06611-201-00 Housing Finance	4.00	102,503	6,150	108,654
06611-202-00 Construction Finance - McCarthy	4.00	70,439	4,226	74,665
06611-203-00 Infrastructure - Marfitzin	6.00	134,687	8,081	142,769
06611-204-00 Divestiture - Collins/TBN	2.00	38,689	2,321	41,010
06611-205-00 Policy Reform - O'Leary/Butler	5.00	83,237	4,994	88,231
06611-206-00 Land Reform	-	-	-	-
06611-208-00 Monitoring/Evaluation - Lee	-	-	-	-
06611-209-00 Codes/Allowances - TBN	-	-	-	-
06611-210-00 Dissemination	-	-	-	-
06611-290-00 Short-term Housing	-	-	-	-
TOTAL	21.00	429,555	25,773	455,329
06611-300-00 U.S. Home Office				
06611-301-00 UI Home Office	3.00	212,538	16,432	228,970
06611-310-00 Subcontractors Home Office	2.50	61,323	-	61,323
TOTAL	5.50	273,861	16,432	290,293
06611-400-00 Participant Training				
06611-401-00 U.S. Training (Study Tours)		125,454	7,527	132,981
06611-410-00 In-country & Third-country Training		203,116	12,187	215,303
TOTAL		328,570	19,714	348,284
06611-500-00 Grants Program				
06611-501-00 Grants Program		94,301	5,658	99,959
06611-600-00 Russian Technical Assistance				
06611-601-00 Housing Finance	35.00	218,036	13,082	231,118
06611-602-00 Construction Finance	35.00	256,509	15,391	271,900
06611-603-00 Infrastructure	40.00	228,825	13,730	242,555
06611-604-00 Divestiture	166.00	919,567	55,174	974,741
06611-605-00 Policy Reform	24.00	193,212	11,593	204,805
06611-606-00 Land Reform	-	-	-	-
06611-607-00 City Coordinators	-	-	-	-
06611-608-00 Monitoring/Evaluation	-	-	-	-
06611-609-00 Housing Allowances/Codes	-	-	-	-
06611-610-00 Dissemination	-	-	-	-
06611-690-00 Russian Subcontractor ODCs and non-specific Task Order Labor	-	-	-	-
TOTAL	300.00	1,816,150	108,969	1,925,119
TOTAL	342.00	3,856,011	231,361	4,087,372

ANNEXES

1. List of HSRP Reports and Documents
2. List of Presentations Made by HSRP Staff
3. List of HSRP Study Tours and Training Courses Outside of Russia Sponsored by USAID and Their Participants

URBAN INSTITUTE PAPERS ON HOUSING IN RUSSIA

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
HOUSING MARKETS, PROGRAMS AND FINANCE				
6/96	6611	Promoting Efficient Operation in Divested Russian Enterprise Housing: A Mid-Course Assessment	Collins	
6/96	6306-09	Results of the Moscow Longitudinal Household Survey: Description of the Sample	Lee Romanik	Yes
5/96	6611	Feasibility Analysis of Funding of the City Infrastructure Development Through Issuance of Municipal Bonds	Kopeikin	Yes
5/96	6306-09	Evolving Housing Maintenance and Management in Moscow, 1991-1996	Lee Petrova Shipiro Struyk	Yes
5/96	6306-09	Moscow Longitudinal Survey: Description of the Sample	Lee Romanik	Yes
4/96	6306-09	Participation in Russia's Housing Allowance Program	Struyk Romanik	Yes
4/96	6306-09	Training for Condominium Association Executive Boards, (1) Instructors Guide & (2) Textbook	Warsaw Khonchenko Koutakova	Yes
4/96	6306-09	Housing Inspection in the U.S.A.: Experience and Recommendations		Yes
3/96	6611	Municipal Infrastructure Finance in Russia: Issues and Prospects	Firestine Novikov Dmitrieva Kopeikin	
3/96	6306-09	Monitoring Russia's Experience with Housing Allowances	Struyk Puzanov Lee	Yes
2/96	6306-09	Training Program for Condominium Managers, (1) Instructor's Guide & (2) Textbook	Warsaw	Yes
2/96	6306-09	Summary of Laws Relating to Housing and Urban Development in the Russian Federation	O'Leary Butler	

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
2/96	6306-09	Transfer to the New System of Housing Payments and Introduction of Housing Allowances in Russian Federation in 1994-1995: Results and Problems	Puzanov	ONLY
1/96	6384-07	Russian Enterprise Housing Divestiture	O'Leary et al.	Summary
1/96	6306-09	Land for Housing: Urban Land Privatization Demonstration Project	Butler et al.	Yes
12/95	6306-09	Housing Allowance Program: Manual on Income Verification Procedures	Holcomb Puzanov	Yes
10/95	6306-09	Payment for Housing and Utilities in the Russian Federation in May-August 1995	Ovsiannikov Puzanov Lee	Yes
10/95	6306-09	Preparation of Sale-Purchase Agreements for New Construction Condominiums	Koutakova	Yes
9/95	6306-09	Part I of the Russian Federation Civil Code: Summaries of Articles on Housing Sector Issues	Platkin	
9/95	6306-09	Residential Mobility in Moscow During the Transition	Struyk Lee	
9/95	6306-09	Summary of Laws Relating to Housing and Urban Development in the Russian Federation	Butler O'Leary Platkin	
8/95	6306-09	The Evolving Housing Market in Moscow: Indicators of Reform	Daniell Struyk	Yes
8/95	6306-09	Housing Demand in a Transitional Economy: The Case of Moscow	Struyk Winterbottom	Yes
7/95	6306-08	Housing Allowances Program: Monitoring Manual on Reporting System and Quality Control	Rizor	Yes
7/95	6306-09	Housing Affordability in Russia	Romanik	Yes
7/95	6306-09	Moscow Household Panel Survey: Description of the Sample	Lee Romanik	
7/95	6306-08	Housing Allowance Program Monitoring Manual	Rizor	Yes
6/95	6306-09	Russia: Fast Starter--Housing Sector Reform, 1991-1995	Kosareva Puzanov Tikhomarova	Yes
6/95	6477-00	Evaluation of the Housing Certificate Option for Assisting Retired Russian Officers Obtain Housing	Romanik Struyk	Yes

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
6/95	6306-09	Housing Indicators for Moscow and Russia: 1989-94	Pchelintsev Belkina Tcherbakova	
5/95	6306-09	Transfer to the New System of Housing Payments and Introduction of Housing Allowances in the Russian Federation: Results and Problems	Puzanov	ONLY
5/95	6306-09	Emerging Long-Term Housing Finance in Russia	Kosareva Struyk	Yes
5/95	6306-09	Regional Differences in Housing Affordability in Russia	Pchelintsev Nozdrina	Yes
5/95	6306-09	Russian Housing Reform: 1991-1995	Kosareva Puzanov Tikhomirova	
3/95	6306-08	Manual for Appraisal of Municipal Land for Auctions and Bids	Kaganova	ONLY
3/95	6306-08	Structuring Mortgaged Backed Securities (MBS) for the Deferred Adjustable Instrument for Russia (DAIR)	Bernstein	Yes
2/95	6306-09	Housing Indicators for Moscow: 1989-1993	Pchelintsev, Belkina Teherbakova	
2/95	6306-08	Development of the Market for New Housing in Seven Cities of the Russian Federation in 1993	Kaganova	Yes
2/95	6306-08	Residential Real Estate Transactions in the Russian Federation	O'Leary	Yes
2/95	6306-09	Summary of Laws Relating to Housing and Urban Development in the Russian Federation	Butler, O'Leary, Platkin	
1/95	6306-09	Development of the Market for New Housing in Seven Russian Cities in 1993	Kaganova	
1/95	6306-09	Monitoring Russia's Early Experience with Housing Allowances	Struyk, Puzanov	
1/95	6306-09	The Russian Dacha Phenomenon	Struyk, Angelici	Yes
12/94	6306-09	A Note on Residential Mobility in Urban Russia	Struyk, Romanik	
10/94	6477-00	Assisting Demobilized Russian Officers Obtain Housing: The Housing Certificate Option	Romanik, Struyk	
10/94	6306-09	A Comparison of the Condition of Russia's Municipal and Departmental Housing Stock	Struyk, Romanik	

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
10/94	6306-09	Russia's Early Experience with Private Housing Maintenance and Management	Struyk	
10/94	6306-09	An Analysis of the Main Directions in Russian Federation Policy on Housing Facilities Controlled by Enterprises	Kosareva	
10/94	6477-00	An Evaluation of the Dwelling Purchase Certificate Pilot Program for Retired Military Officers	Struyk, Romanik	Yes
9/94	6306-09	Transition in the Russian Housing Sector: 1993-1994	Struyk, Kosareva	
9/94	6306-08	Summary of Laws Relating to Housing and Urban Development in the Russian Federation	Butler, O'Leary	
8/94	6306-09	Housing Privatization in Urban Russia	Struyk, Daniell	Yes
7/94	6306-09	Exploring Russian Urban Housing Markets: The World Bank-USAID Surveys in Seven Cities	Struyk	Yes
6/94	6306-05	Condominium Operations and Management Training Manual	Rabenhorst	Yes
5/94	6306-09	Transition in the Russian Housing Sector: 1991-1994	Struyk, Kosareva	Yes
4/94	6306-07	Pricing Manual: Military Housing Certificate Program (Novgorod)	Katsura	
4/94	6306-07	Bank Administrative Procedures and Guidelines: Military Certificate Program	Mawhinney, Ravicz	Yes
4/94	6306-07	Procedures for Implementing the Russian Military Housing Certificate Program	Quadel Consulting	Yes
4/94	6306-09	Private Contractor Training Materials for Privatization of Maintenance and Management of Municipal Housing	Olson	Yes
4/94	6306-05	Private Maintenance for Moscow's Municipal Housing: Does It Work?	Angelici, Struyk, Tikhomirova	Yes
3/94	6306-09	Problems in Economics	Struyk et al.	
3/94	6306-03	Summary of Laws Relating to Housing and Urban Development in the Russian Federation	Butler, O'Leary	No
3/94	6306-05	Analysis of Database Status of the Moscow Department of Municipal Housing	Gerson	
2/94	6306-05	Property Management Training Modules on: Landlord Resident Relations, Rent Collection, Apartment Turnover Preparation	Rizor	
2/94	6306-04	Housing Demand in Moscow	Daniel	Yes

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
1/94	6306-06	Presentation to the Six City Seminar on Title Registration, Land Use Regulation and Land Allocation	Butler, Einsweiler, Eckert, Kalinina, Kayden, Robinson	Yes
1/94	2289	Delivering Technical Assistance in Eastern Europe and Russia: Lessons from the Field	Struyk	
1/94	6306-04	Model RFP and Contract for Privatization of Housing Management	Olson	Yes
1/94	6306-05	Housing Allowances Administration Procedures Manual	Puzanov, Rizor	Yes
12/93	6306-04	Action Program for Housing Finance in the Oblast of Nizhni Novgorod	Kosareva, Struyk	Yes
12/93	6306-03	The Legal Basis for Land Allocation in the Russian Federation, and Appendices	Butler, O'Leary	Yes
10/93	6306-05	Concept for the Creation and Initial Activities of the Center for Financial Training	Dennis	
10/93	6306-03	Summary of Laws Relating to Housing and Urban Development in the Russian Federation	Butler, O'Leary	
8/93	6306-04	Housing Indicators for Moscow and the Russian Federation, 1992	Pchelintsev, Belkina, Ronkin, Tcherbakova	
8/93	6306-04	Initial Evaluation of Private Maintenance for Moscow's Municipal Housing Stock	Angelici, Struyk	Yes
8/93	6306-03	Tracking Change in Moscow's Housing Sector	Daniell, Struyk	
7/93	6306-04	Facilitator's Guide to Management Training Courses	Olson	Yes
6/93	6306-04	Promotion of U.S.-Russian Joint Ventures in Residential Construction and Building Materials	Butler, Angelici, Belkina	
5/93	6306-04	The Russian Housing Market in Transition	Struyk, Kosareva	
4/93	6306/01	Privatization of Management and Maintenance of Municipally-Owned Housing: Moscow Pilot Program (Description and Documents)	Olson	Yes
3/93	6306-04	Housing Indicators Moscow and the Russian Federation, 1989-1991	Pchelintsev, Belkina, Ronkin, Tcherbakova	
3/93	6306-01	A Structure for Housing Finance in the Russian Federation (Revised and Expanded)	Struyk, Kosareva	Yes
3/93	6306/M	Options for Administering Housing Allowances	Khadduri, Struyk	Yes

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
3/93	6306-03	Guidelines for Designing Programs for Raising Rents and Implementing Housing Allowances in Russian Republics and Municipalities	Daniell, Pusanov, Struyk	Yes
3/93	6306-03	Housing Privatization in Moscow: Who Privatizes and Why?	Daniell, Pusanov, Struyk	Yes
3/93	6306-04	Dwelling Conditions and the Quality of Maintenance in Moscow's State Rental Sector	Daniell, Pusanov, Struyk	Yes
2/93	6306-01	Shelter Sector Reform Project Russian Federation/City of Moscow: Principles of Management Training Materials	Olson	Yes
2/93	6306-03	Summary of Laws Relating to Housing and Urban Development in the Russian Federation	Butler	
2/93	6306-03	Housing Reforms in Russia--First Steps and Future Potential	Kosareva	
1/93	6306-01	Housing Finance in Russia: Developments in 1992	Struyk, Kosareva	Yes
1/93	6306-04	A Note on Housing Affordability in Moscow	Pusanov	Only
1/93	6306-03	The Transformation of Russia's Housing Sector: Comparisons with Eastern Europe	Baross, Struyk	Yes
12/92	6306-01	Options for Subsidizing Home Purchase	Daniell	Yes
12/92	6306/M	Administering Housing Allowances in Moscow	Khadduri	Yes
11/92	6306/M	Income Adjustments When Raising Rents in Post-Soviet Economies: Housing Allowances or Wage Increases: Analysis for Moscow	Struyk, Pusanov, Daniell, Kosareva	Yes
11/92	6306/M	The Privatization of Management and Maintenance Demonstration Program (conference presentation)	Olson	Yes
11/92	6306/M	Competition for the Award of Funds for Housing Construction Projects	Khadduri	Yes
11/92	6306/M	Condominium Law	Butler	Yes
10/92	6306/M	Russia IS Moving to the Market	Struyk, Kosareva	
9/92	6306/M	Notes on the Residential Real Estate Market in Russia	Khadduri (assisted by Pusanov)	Yes
7/92	6306/M	Recommended Revisions to the Land and Property Taxes of the Russian Federation	Lowry	Yes
7/92	6127-149A	Implementing Housing Allowances in Russia: Rationalizing the Rental Sector	Struyk, Kosareva, Daniell, Hanson, and Mikelsons	Yes

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
7/92	6127-149	Municipal Housing Structures in the City of Moscow: Subdistrict and Microdistrict Management	Baar	
6/92	6127-149	Real Estate Tenure and Taxation in the Russian Federation	Lowry (assisted by Kaganova)	Yes (Five-page summary)
5/92	6306/M	"Housing Policy in Moscow: Where to Go From Here?" (Remarks given to the Government of Moscow, May 19, 1992)	Struyk, Kosareva	Yes
5/92	6127-149	Housing Privatization in the Russian Federation	Kosareva, Struyk	Yes
4/92	6127-146	Housing Management and Maintenance in Moscow	Khadduri	
3/92	6127-131	Housing Reform in the Russian Federation: A Review of Three Cities and Their Transition to a Market Economy	Hanson, Kosareva, Struyk	
2/92	6127-131	Four Papers on the Residential Land Market in St. Petersburg	Kaganova, Berezin, et al.	
1992	6306-09	Housing Indicators for Seven Russian Cities: 1992 (DATA ONLY)	Daniell	
1992	6306/M	Russian Summary of the Housing Allowance Results		Only
1992	6306/M	A Survey of Housing Allowance Programs	Puzanov	Only
THE MORTGAGE HANDBOOK SERIES				
7/96	6611-101	Bridge Loans for Home Purchase	Cook	Yes
11/95	06306-09	Lending for Home Improvements	Cook	Yes
8/94	6306-10	Function and Organization of a Legal Department for Mortgage Lending in Russia (Pepper, Hamilton and Scheetz)	Smuckler	Yes
7/94	6306-09	Users Manual for Mortgage Servicing Software	Kopeikin, Strebezh	Only
2/94	6306-05	Program Summary: Housing Finance Servicing Software for Russia	Newman	Yes
1/94	6306-05	Mortgage Loan Underwriting Problems	Rosenberg	Yes
10/93	6306-05	Mortgage Servicing Manual Developed for Russia	Subramanian	Yes
7/93	6306-05	Mortgage Pricing in Russia: A Methodological Introduction	Lea, Ravicz	

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
4/93	6306-05	Residential Mortgage Loan Manual for Russia	Rosenberg	Yes
3/93	6306-03	Product Description for the Deferred Adjustable Instrument for Russia	Ravicz, Struyk	Yes
3/93	6306-03	The Legal Basis for Residential Mortgage Lending in the Russian Federation	Butler	Yes
PROJECT ADMINISTRATION (Not to be Released to the Public)				
11/95	6611	Russia: Housing Sector Reform Project II - Workplan, October 1995-September 1996	Struyk Telgarsky	
3/95	6306-08	Housing Sector Reform Project: Russian Federation/ City of Moscow—Workplan, April 1995 — November 1996	Struyk, Telgarsky	
1/94	6306-03	Shelter Sector Reform Program, Russian Federation/City of Moscow: Workplan April 1994 — March 1995, DRAFT	Struyk, Telgarsky	
9/93	6306-04	Results for Year One of the Housing Sector Reform Project for Moscow and the Russian Federation	Struyk	
1/93	6306-01	Shelter Sector Reform Project Russian Federation/City of Moscow: Work Plan Mosbusinessbank, Technical Assistance	Ravicz, Struyk	
10/92	6306-01	Shelter Sector Assistance Program Workplan for Moscow and the Russian Federation: September 1992 through February 1993	Struyk	
10/92	6306-03	Revised USAID Technical Assistance Strategy for the City of Moscow in the Shelter Sector	Hanson, Khadduri, Olson, Struyk	
10/92	6306-01	The Activities Carried Out by the HUD — October 1992		
5/92	6127-149	USAID Technical Assistance Strategy for the Russian Federation in the Shelter Sector	Hanson, Struyk	
5/92	6127-149	USAID Technical Assistance Strategy for the City of Moscow in the Shelter Sector	Struyk	
2/92	6306-03	Shelter Sector Assistance Program Workplan for Moscow and the Russian Federation: March 1993 - March 1994	Struyk	

DATE	PROJ. #	REPORT TITLE	AUTHOR	RUSSIAN TEXT
EASTERN EUROPE PAPERS WHICH HAVE BEEN TRANSLATED INTO RUSSIAN:				
9/95	6306-02	East European Municipal Credit Seminar: Coinference Proceedings and Analysis	Peterson, Pigeey	Yes
3/93	6306-02	Housing Privatization: What Should We Advocate Now	Kingsley, Telgarsky	Yes
11/92	6251/O	The Bulgarian Indexed Capped-Credit: A New Mortgage Instrument for Inflationary Economies	Ravicz	Yes
4/92		Progress in Privatization: Transforming Eastern Europe's Social Housing	Kingsley, Struyk	Yes
8/91	6153/O	Alternative Mortgage Instruments in High-Inflation Economies	Telgarsky, Mark	Yes
7/91		The Puzzle of Housing Privatization in Eastern Europe	Struyk, Telgarsky	Yes
5/91	6127-112	Housing Reform in Hungary: Five Concept Papers	Anthology	Yes
1/91	6094/O	Private Management for Eastern Europe's State Rental Housing	Struyk, Mark, Telgarsky	Yes

NOTE: Reports with project nos. 6306/M and 6306/O can be found in drawer labeled RUSSIA: STAFF/MISCELLANEOUS

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**USAID SHELTER CO-OPERATION PROGRAM WITH MOSCOW
AND THE RUSSIAN FEDERATION**

LIST OF SEMINARS, PRESENTATIONS AND CONFERENCES

DATES	LOCATION	EVENT/ ORGANISER	PROGRAM SPONSORED SPEAKERS	NUMBER OF PARTI- CIPANTS	TOPIC
Nov. 18-20, 1992	Moscow	Seminar/UI (Mosbusinessbank)	M.Ravicz	8	Mortgage Instruments
Nov. 22-25,	Moscow	Seminar/UI	R.Pratt	8	Introduction to Mortgage Lending
Nov.-Dec.	Moscow	Training/UI 18 sessions	A.Olson	15	Trainig for "owners" in privatisation of housing management
Feb. 2, 1993	Moscow	Seminar/UI	S. Butler	45	Residential Mortgage Lending in Russia: Structuring the Legal Framework
April 1	Moscow	Seminar/UI	M.Rosenberg	50	Loan Origination & Underwriting
May 8	Moscow	Seminar/UI for Armenia, Kazakhstan and Kirgizstan	A.Puzanov R.Struyk	11	Housing Allowances Private Housing Maintenance
May 17	Moscow	Seminar/UI	M.Lea	45	Mortgage pricing for Russian banks
May 19-20	Moscow suburb	Conference/ UI, Inst. of Housing Econ. 2 days	UI	220	Implementation of Housing Reform
July 23	Moscow	Seminar/UI	R.Struyk	40	Long Term Mortgage Loan Risks
July-Aug.	Moscow	Training/UI +Inst. for Housing Economy 18 sessions	IHE staff	20	Training for "owners" in privatisation of management program
Sept. 16-17	Moscow	Conference/ Inst. on Privat.& Management	R.Struyk S. Butler	25	Introduction to Mortgage Lending Legal Foundation for Mortgage Lending
Sept. 21-23	Ryazan	Presentations/ Mayor's Office, Conference	S.Butler A.Suchkov	70	Condominiums and Introduction to Mortgage Banking
Sept. 29	Moscow	Seminar/UI	K.Odenheim	40	Real Estate: Appraisal
Sept. 30-Oct. 1	Samara	Seminar/UI	UI	10	Mortgage Banking
Oct. 6	Moscow	Seminar/UI	M.Ravicz	45	Mortgage Instrument for Russia

Oct. 12-13	Moscow suburb	Conference/ UI, Inst. of Housing Econ. 2 days	UI	225	Housing Reform in Russian Federation
Oct. 18-22	Moscow	Training/UI 5 days	R.Subramaniam	14	Mortgage Loan Servicing
Oct. 20-21	Volgograd	Seminar/ Peace Corps 2 days	UI	50	Housing Allowances & Housing Finance
Oct. 27-29	Nizhny Novgorod	Seminar/ Peace Corps 2 days	UI	55	Housing Allowances & Housing Finance
Oct. 28	Moscow	Presentation/ Guild of Realtors Conference	N.Kosareva A.Suchkov	175	Introduction to Mortgage Finance 3 presentations
Oct.-Nov.	Moscow (Mitten)	Trainig/UI 12 sessions	IHE staff	13	Trainig for "owners" in privatization of housing management
Oct. 9-10	Alma-aty Kazakhstan	Conference/ ICMA, Office of Vice-President of Kazakhstan	A.Puzanov A. Olson	200	Privatization of Housing Management Housing Allowances
Nov. 18-19	Novosibirsk	Seminar/ Association of Mortgage Banks	R.Struyk A.Suchkov N.Kosareva	100	Mortgage Finance 3 presentations
Nov. 20	Ekaterinburg	Seminar/ M.Brown - USAID	R.Struyk A.Suchkov N.Kosareva	35	Mortgage Finance 3 presentations
Nov.-Jan.	Moscow (Orehovo- Borisovo)	Training/UI 12 sessions	IHE staff	19	Training for "owners" in privatisation of housing management
Dec. 16-17	Togliatti	Seminar/ Peace Corps 2 days	R.Struyk A.Suchkov N.Kosareva A.Pusanov	35	Housing Allowances & Housing Finance
Jan. 14 1994	Nizhni Novgorod	Seminar/ N.N. Academy of Architecture 1 day	R.Struyk A. Suchkov N.Kosareva	35	Mortgage Finance 3 presentations
Jan. 27-29	Moscow	Seminar/ World Bank USAID, 3 days	S.Butler	110	Land Allocation, Use and Registration
Feb. 10-11	Moscow	Conference/ Gosstroy, City of Moscow 2 days	A.Puzanov N.Kosareva M.Shapiro	200	Housing Allowances, Condominiums 3 presentations

Feb. 14-25	Moscow Suburb	Training course/ Assoc. of Mortgage Banks 2 weeks	M. Robertson A. Suchkov M. Ravicz T. Healy N. Kosareva R. Struyk	35	Initial offering of the basis training course on mortgage finance
March 7	Rostov-on Don	Seminar/ Peace Corps 1 day	A. Pusanov	35	Housing Allowances
March 16	Nizhni Novgorod	Seminar/ Oblast Ad- ministration	C. Rabenhorst	75	Basics of Condominiums
March 31	Moscow	Seminar/ Gosstroy	N. Kosareva M. Shapiro	30	Financing the Housing Sector Privatisation of Maintenance
April 11-12	Irkutsk	Seminar/ Realty Firm "Vincent" & East Siberian Commercial Bank 2 days	R. Struyk N. Kosareva A. Suchkov A. Kopeikin	120	Introduction to Mortgage Finance 4 presentations
April 28	Moscow	Conference/ Union of Russian Cities	R. Struyk	15	Developments in Housing Finance
Apr.-May	Moscow (Timiryazev- sky)	Trainig/UI 12 sessions	Moslif staff	15	Training for "owners" in privatisation of housing management
May 23-25	Nizhny Novgorod	Training/UI 6 sessions	M. Tikhomirova	25	Training for "owners" in privatisation of housing management
May-June	Moscow (South-West)	Training/UI 12 sessions	Moslif staff	15	Training for "owners" in privatisation of housing management
May 16-18	Nizhni Novgorod	Workshop/ UI	S. Butler M. Brown O. Kaganova	55	Market-oriented methods of land allocation
May 25	Moscow	Conference/ Housing Initiative	R. Struyk	110	Developments in Housing Finance
June 4-5	Moscow	Seminar/UI	V. Watts W. Connoly	50	Developments and Implementation of Housing Codes
June 6-10	Sochi	Training course/ Assoc. of Mortgage Banks 1 week	M. Grady L. Hodger A. Suchkov N. Kosareva R. Struyk	25	One week basic course one mortgage lending

June 12-13	St.Petersburg	Seminar/ Centre Leontief	R.Struyk N.Kosareva A.Puzanov	75	Evaluation of the Private Maintenance Program Developments in Mortgage Lending Reform in the Rental Sector
June 14-16	Moscow Inst. of	Seminar/ Economic Forecasting	R.Struyk N. Kosareva	75	Evaluation of the Private Maintenance Program Developments in Mortgage Lending
June 20-25	St.Petersburg	Seminar/Inst. for Housing Economy	A.Suchkov M.Shapiro	200	Introduction to Mortgage Finance Private Maintenance for Municipal Housing
June 29	Pskov	Seminar/ Oblast Administrating	R.Struyk N.Kosareva A.Suchkov L.Klepikova	40	Mortgage Finance
June	Vladimir	Seminar/ City Admin	A.Puzanov	25	Housing Allowances
June	Ryazan	Seminar/ City Admin.	A.Puzanov M.Tikhomirova	25	Housing Allowances and Private Maintenance
July 19	Moscow	Institute of Qualification Improvement for Construction Specialists	T.Belkina	10	Organization and Legislative issues of Condominiums
July 20-21	Kharkiv Ukraine	Seminar/ PADKO	M.Shapiro	50	Privatisation of Maintenance as it Operates in Moscow
July 26	Ivanteevka	Seminar/ City admin.	Warsaw Belkina	30	Introduction to Condominiums
Aug. 4	Ryazan	Seminar/ City admin.	Warsaw Tihomirova	10	Problem solving in Condominiums
Aug. 5	Ryazan	Seminar/ City admin.	M.Tihomirova	5	Privatization of Maintenance- Beginning Steps
Aug. 10	Tver	Seminar/ City admin.	M.Tikhomirova R.Warsaw	10	Condominiums and Privatization of Maintenance
Aug.30	Nizhni Novgorod	Seminar/ Oblast adm.	R.Warsaw T.Belkina	30	Condominiums
Sept.9	Vladimir	Seminar/ City admin.	M.Tikhomirova	5	Introduction to Privatization of Maintainance
Sept.10	Obninsk	Seminar/ Inst. of Municipal Management	A.Puzanov	110	Administrating Housing Allowances
Sept.13	Moscow	Seminar/ Assoc. of Commercial Banks - "Rossiya"	R.Struyk	46	Managing Risk in Mortgage Banking. (All participants were bank Presidents)

Sept. 14	Moscow	Seminar/ Assoc. of Students and Young Professionals in Economics	A.Suchkov R.Struyk	50	DAIR Mortgage Instruments Introduction to Mortgage Finance
Sept.22	Narofominsk	Seminar/ District adm.	A.Puzanov	45	Housing Allowances
Sept.23	Moscow	Seminar/ Ministry for Social Protection	A.Puzanov	45	Housing Allowances
Sept.23	Moscow	Seminar/ UI and Dep. for Communal Services for Ukraine	A.Puzanov	20	Housing Allowances
Sept.28	Yaroslavl	Seminar/ City admin.	R.Warsaw G.Glazkova	10	Problem Solving for Condominiums
Sept.30	Yaroslavl	Seminar/ City admin.	M.Tikhomirova	5	Introduction to Privat. of Maint.
Oct. 3-7	St.Petersburg	Training Course/ Assoc. of Mortgage Banks	UI and Fannie Mae staff	65	"Basic Course" in Mortgage Finance
Oct. 6	Moscow	Seminar/ UI & City Admin.	D.Murrell M.Shapiro	100	Review of Current Conditions in Moscow for Private Maintenance Contracting
Oct. 10	Vladimir	Seminar/ City admin.	R.Warsaw G.Glazkova	10	Introduction to Condominiums
Oct. 10-12	Tashkent	Conference/ Goskomarhitecstroy and Inst. of Architec. & Construction	R.Struyk N.Kosareva	300	Issues of Mortgage Lending in Russia
Oct.10-14	St. Petersburg	Training Course/ Assos. of Mortgage Banks	UI and Fannie Mae staff	55	Loan Servicing and Underwriting
Oct.12	Moscow	Seminar/ International Academy of Entrepreneurship	J.Cook	30	Mortgage Lending in Russia: Theories and Practical Applications
Oct. 23-25	Suzdal	Conference/ Inst. for Housing Economy and UI	R.Warsaw C.Rabenhorst D. Murrell A.Puzanov J.Cook	265	Creating Condominiums: Early Experience with Housing Allowances, Mortgage Finance in Russia
Nov. 2	Moscow	Seminar/ Assoc. of Commercial Banks "Rossiya"	J.Cook	30	The Evolution of Mortgage Lending in Russia
Nov. 10	Novgorod	Seminar/ City admin.	R.Warsaw G.Glazkova M. Tihomirova	10	Introduction to Condominiums and Privatization of Maintenance

Nov. 16	Moscow	Seminar/ Assos. of Commercial Banks "Rossiya"	J.Cook	15	The Development of Mortgage Lending in Russia
Nov. 16	Ryazan	Meeting in Majors Office	R.Warsaw	10	Questions and Answers for Condominiums Board Presidency
Nov.21	Ulan-Ude	Seminar/ Oblast Admin.	J.Cook A.Suchkov E.Klepikova	50	Mortgage Finance Introduction to Mortgage Lending Risk Management Characteristics of DAIR Mortgage Loan Origination and Servicing
Nov. 23	Yaroslavl	Seminar/ City admin.	G.Glazkova T.Belkina	10	Condominiums-Solving Problems
Nov. 24	Vladimir	Seminar/ City admin.	S.Sivaev	5	Condominiums
Nov.29	Moscow	Seminar/ The Moscow Central Inst. for Construction Workers Re-Training	A.Suchkov	30	Housing Mortgage Finance Main Principles and Problems
Dec. 6	Moscow	Seminar/ Union of Housing Owners	M.Shapiro		Introducing Private Maintenance to Cooperatives and Condominiums
Dec. 6-7	Nizhni Nov. and several surrounding districts	Seminar/ Oblast admin.	M.Pinegina	10	Privatization of Maintenance
Dec.6-9	Moscow	International Academy of Entrepreneurship	R.Warsaw G.Glazkova T.Belkina M.Tihomirova	75	Condominium Trainig Course
Dec. 8	Kiev Ukrain	International conference/ AID/Ukrain, State Committee for Construction	A.Suchkov A.Puzanov	155	Experience of Housing Mortgage Finance in Eastern Europe transition economies Housing Allowances Mortgage Lending
Dec.9	Moscow	Seminar/ Assos. of Commercial Banks "Rossiya"	J.Cook	30	"Mortgage Lending: Practical Experiences for Russia"
Dec.12	Obninsk	Semenar/ Organization of Management and Maintenance of Municipal Housing Stock	M.Shapiro		Introdusing Competitive Maintenance to Municipal Housing

Dec.13	Moscow	Semenar/ Trainig institute of professional qualification improvement of developers and builders	A.Suchkov	20	Introduction to Mortgage lending
Dec.13-16	Moscow	Trainig Course/ Assos. of Mortgage Banks	UI and Fannie Mae staff	25	Mortgage Lending finance and risk management
Dec.14	Moscow	Training Course/ Assoc. of Mortgage Banks	UI and Fannie Mae staff	75	Financial Aspects of Mortgage Lending
Dec.21-24	Moscow	Semenar/ Trainig institute of professional qualification improvement of developers and builders	A.Suchkov	25	Mortgage risk management. Loan underwriting.
Jan.10,1995	Moscow	Presentation at meeting of Public Counsel on Housing Policy under Moscow Duma	N.Kosareva A.Puzanov	30	The up-front subsidies scheme and it implementation in Russia The concept waiting list reform and municipal lease implementation
Jan.13	Moscow	Seminar/ Assos. of Commercial Banks "Rossiya"	R.Struyk	75	Mortgage Finance Today
Jan19	Obninsk	Institute of Municipal Management	R.Warsaw G.Glazkova T.Koutakova	8	Introduction to Condominiums
Jan31	Vladimir	Seminar/ Oblast Administration	J.Cook A.Suchkov E.Klepikova	35	Mortgage Finance
Feb 1	Yaroslavl Oblast Construction Department	Yaroslavl	Warsaw	2	Introduction of UI Condo. Program for New Construction
Feb 1	Yaroslavl	Yaroslavl City Administration	Glazkova Warsaw	5	Problem Solving for Condominium Program
Feb 2-3	Kiev	Seminar/ PADCO, Government of Ukraine	A.Puzanov S.Sivaev	60	Russian Housing Allowances Program
Feb 8	Cherepovets	Seminar/ Oblast Administration	J.Cook A.Suchkov E.Klepikova	35	Introduction to Mortgage Finance

Feb 14	Moscow	Study tour from Kasahstan and Kyrgyzstan	A.Puzanov	14	Russian Housing Allowances Program
Feb 20-21	Bor	Support to World Bank team	G.Glazkova M.Pinegina	32	Condominium Privatization of Maintenance
Feb 21	Moscow	Postgraduate training of builders	G.Glazkova	37	Legal basis of forming and operating of condominiums
Feb 22	Yaroslavl	Conference on housing finance/ City Admin.	N.Kosareva S.Nikolaenko	133	Alternative mortgage instruments The comparative analysis of DAIR instrument and instrument with index of minimum wage, used by Yaroslavl Joint-Stock Mortgage Bank.
Feb 27-28	Moscow	UI/Course	M.Pinegina	10	Privatization of Maintenance
Feb 27- Mar 2	Cheboksari	Course/AMB+ Oblast Administration	A.Suchkov J.Cook M.Platkin	12	AMB Basic Course
Mar 1-2	Moscow	Seminar/ International Academy of Entrepreneurship	UI	35	UI programs on condominiums, maintenance, housing finance
Mar 3-4	Volgograd	Oblast Admin.	G.Glazkova	7	Introduction to Condominiums
Mar 14-17	Moscow	UI/ IAE	R.Warsaw G.Glazkova T.Koutakova T.Belkina S.Sivaev M.Pinegina	48 (from many regions)	Condominiums and Privatization of Maintenance
Mar 20-21	Ryazan	City Admin.	S.Sivaev M.Pinegina		Privatization of Maintenance
Mar 27	Moscow	Regional Cities Maintenance Program	M.Shapiro M.Pinegina	30	Privatization of municipal maintenance
Mar 28-29	Ryazan	City Admin.	T.Koutakova M.Pinegina		Privatization of Maintenance
Mar 30	Moscow	Press Conference Russian - American Press Center	R.Struyk N.Kosareva M.Pinegina	20	Russian-U.S. Program on Housing Reform
Apr. 6	Moscow	Association of Commercial Banks "Russia"	J.Cook	35	Current Practices of Mortgage Finance in Russia
Apr 4-7	Vladimir	City Admin.	R.Warsaw G.Glazkova T.Kutakova S.Sivayev	40	Introduction to Condominium

Apr 11-13	Moscow	IAE/ UI	R.Warsaw G.Glazkova T.Kutakova S.Sivayev T.Belkina M.Pinegina	30	Condominiums and Privatization of Maintenance for officials from potential World Bank project cities
Apr 19	Moscow	Congress/ Russian Guild of Realtors	J.Cook	350	Mortgage Finance in Russia
May 24-25	Ekaterinburg	Conference on Competitive Maintenance PADCO	E.Petrova	50	Moscow competitive maintenance experience for the Siberian audience of PADCO
May 24-26	Ryazan	City Admin.	M.Pinegina T.Koutakova		Privatization of Maintenance
May 29-31	Ulyanovsk	Oblast Admin/ AMB	AMB trainers R.Struyk M.Platkin	50	Basic Mortgage Course
July 13-14	St.Petersburg	Seminar/	R. Warsaw G. Glazkova M. Pinegina S.Sivaev G. Aristova	110	Condominium Program
July 25	Yaroslavl	Presintation Oblast Administration	W.Riley G. Glazkova T.Koutakova	7	Condominium Program
July 27	Tver	Presentation/ City Administration	M. Pinegina	5	Privatization of Maintenance
Sept 4-8	Vladivostok	Central Bank, Int'l Banking Ceminar	R.Struyk N. Kosareva A.Suchkov	550	Keynote address and half-day session on mortgage lending
Sept.6	Moscow	Guild of Realtors	T.Koutakova	30	New construction - condominniums
Sept.11-15 reforms in	Bishkek	ICMA	M.Pinegina	100	Strategy of conducting housing Kirgiziya
Sept.18-22 the basis	Petrozavodsk	UI	M.Pinegina	10	Formation of condominiums on of cooperative buildings
Sept. 26	Costroma	UI	S.Sivaev	25	Policy of construction Housing Reform in Russia
Sept. 28-29	Alista	Ministry of Construction of Kalmikiya	T.Koutakova	35	Mortgage and constructing finance in condominiums in new constructing buildings
Oct.2-3	Koltchugino	Seminar/ Oblast Admin.	S.Sivaev	20	Housing reforms in Russia
Oct.4-5	Gus K'hrustalni	Seminar/ Oblast Admin.	S.Sivaev	15	Housing reforms in Russia

Oct. 12-14	Moscow	Seminar/ Academy of Enterprenership	M.Pinegina M.Shapiro P.Collins	38	Experience in conducting reforms in management and maintenance of housing stock
Oct. 23-24	Petrozavodsk	Seminar/ UI	G. Aristova T. Koutakova G.Glazkova S.Sivaev	30	Condominium Program
Oct. 24	Vladimir	UI		15	Condominium Program
Oct. 31-Nov. 1	Pskov Oblast	UI/Oblast Administr	T.Koutakova G.Glazkova G.Aristova O.Kim	40	Condominium Program
Oct. 30 - Nov. 1	Moscow	Conference/ Union of Russian Cities	A.Khakhalin	80	UI's experience in organization of land auctions
Nov. 1-2	N. Novgorod	UI	W.Riley S.Sivaev T.Koutakova G.Glaskova	65	Organization and activity of condominiums
Nov. 16	Gus K`hrustalni	Seminar (Region Administration)	S. Sivaev G.Aristova S.Prokofiev	25	Organization and activity of condominiums
Nov. 22	Moscow	Institute for Qualification Improvement	T.Koutakova	15	Purchase, Sale and Lease of Real Estate in Russia
Nov. 23-24	Ulyanovsk	Seminar (Association of Mortgage Banks)	T.Koutakova G.Aristova	34	Organization and activity of condominiums
Nov. 29-30	Novocherkassk	Seminar (Oblast Administration)	M.Pinegina O.Kim T.Koutakova G.Aristova	106	Organization and activity of condominiums
Dec. 15	Moscow	Seminar /Minstroj (for officials of Housing Inspect agencies of Russia)	A.Ovsyannikov	15	Housing Inspection experience in USA
Dec. 25	Moscow	Seminar	N. Kosareva G.Glaskova G.Teryohina	20	Legal issues on condominium formation
Jan. 5, 1996	Moscow	Seminar	M.Pinegina M.Shapiro S.Sivaev	12	"Privatization of maintenance"
Jan. 11-12	Krasnoyarsk	Presentation	D.Khomchenko	55	"Condominium organization"
Jan. 24	Moscow	Presentation Guild of Realtors Housing Initiative	R.Struyk	60	"Bank lending for construction period finance"
Feb. 4-12	Stokgholm Sweden	USAID-SIDA/ Swedeplan Co	T.Koutakova	25	"Cooperatives and Management in Sweden"

Feb. 8-9	Dubna	Conference	S.Sivaev	35	"Housing reform in Russia"
Feb.6-8	Novosibirsk	Seminar	P.Collins L.Levina M.Pinegina	20	"Follow-up training for Maintenance and Management"
Feb.13-15	Yekaterinburg	Seminar	P.Collins L.Levina M.Pinegina	12	"Follow-up training for Maintenance and Management"
Feb. 13	Vladimir	Seminar UI/City Adm.	V.Prokofiev	30	"Condominium organization"
Feb.13	Volgograd	Seminar/UI	O.Kim D.Khomchenko D.Finogeev	80	"Condominium Associations Formation Operation"
Feb.15	Kostroma	Seminar UI/City Adm.	S.Sivaev S.Prokofiev	55	"Housing reform in Russia"
Feb.16	Tver	Seminar CHF-UI	T.Koutakova	59	"New construction condominiums"
Feb. 13	Moscow	Seminar Minstroii	A.Suchkov	30	"The Mechanism of Mortgage Lending in High Inflationary Economies"
Feb.20-22	Moscow	Training/ AED-UI	P.Collins M.Shapiro	42	"Follow-up training for Maintenance and Management"
Feb.21	Moscow	Seminar Adam Smith Institute	N.Kosareva		"Developments on Housing Finance"
Feb. 27	Moscow	Seminar Minstroii	A.Suchkov	15	"Non-budget Funds Mobilization into the Housing Industry"
Feb.28	Moscow	Seminar/ UI	M.Shapiro	27	"Improvement of Management of Housing Stock of the City"
Feb.27- March 1	Moscow IAE	Seminar/UI, Ass. of Mortgage Banks	D.McCarthy A.Ozerov	50	"Principles of Housing Construction Finance"
March 5	Moscow Realtex	Exhibition/ Presentation	A.Suchkov	70	"Financing aspects of Mortgage Lending"
March 5	Moscow	Guild of Realtors	J.Cook D.Khomchenko	20	"Bridge Loans and Housing Finance" "The Legal Basis of Home Owners Associations and Housing Cooperatives"
March 15	Moscow	Guild of Realtors/ Training	T.Koutakova	40	"New Construction Condominiums"
March 19	Moscow	Seminar/ UI	S.Sivayev	15	"Condominium and Divestiture Program"
March 19	Gus' Hrustalni	Seminar/ UI	V.Prokofiev	20	"Condominium Organization"
March 20	Vladimir	Seminar/ UI	V.Prokofiev	15	"Condominium Organization"
March 21	St.-Petersburg	Presentation/ Committee for	T.Koutakova	5	"Condominiums in St.Petersburg"

Economics and Finance					
March 22	Ryazan	Seminar	S.Sivayev	15	"Condominium Organization"
April 4	N/Novgorod	Seminar/ UI City Administration	T.Koutakova S.Sivayev M.Shapiro V.Prokof'ev	60	"Housing Reforms"
April 9	Moscow	Seminar/ UI	D.Khomchenko A.Ovsyannikov Y.Petrova P.Collins	24	"Contracting and Monitoring Maintenance Activity"
April 11	Vladimir	Seminar/ UI	S.Sivayev V.Prokofiev	27	"Condominiums and Privatization of Maintenance"
April 12	Moscow	Training/ Union of aptment	N. Nozdrina K.Petrova	11	"Advantages and procedures of Condominium formation Alternative firms for Competitive housing Maintenance and Management in Moscow"
April 15-17	Moscow	Seminar/ Guild of Realtors	A.Kopeikin V.Klimenko	35	-
April 16-18	Sochi	Conference/ Minstroi RF	S.Sivayev	80	"Economic Issues of Engineering Provision of Cities and Local Self Management"
April 16	Moscow	Semenar/ VI Russian - American	A.Novikov	...	"Federal Law on Fianacial Fundamentals of Local Self Government and
Its Possible		Sem. on federalism Regional Policy and Local Self Government			Practical Implications for Municipal Borrowing in Russia"
April 22-24	Moscow	Conference of the Uninon of Russian Cities	A.Khakhalin R.Odland	60	"Land allocation development on competitive basis: legal, economic and organizational issues"
April 22	Moscow	"Sstroytech-96" Exibition	D. Khomchenko A. Schiogolev	10	"New condominium law and housing reforms"
April 22-25	Moscow	Seminar/ UI AED/ QUDEL	D. Khomchenko A. Schiogolev L.Levina T.Koutakova S.Sivaev M.Pinegina A.Ovsyannokov	30	"Condominium follow-on training"
May	Kraskovo Moscow obl.	Seminar/ IQI/ AMB	D. Khomchenko T.Koutakova		"Condominiums and New Aspects of
May 04	Vladimir	Seminar/ UI Unemployed Service	M. Biryukov	15	"Condominium Organization"
May, 23	Cherepovetz	Seminar/City Administration/UI	M.Pinegina D. Homchenko O.Kim	65	"Condominium Associations Organization&Operation"
May 27	Moscow	Seminar/ Union of Apartment Owners/ Housing Cooperatives and	N.Nozdrina K.Petrova	11	"Association of condominium foundation procedures" "Competitive maintenance in Moscow"

May 25-28	Vladivostok	Associations Presentation/ UI	M.Shapiro S.Sivaev	50	"Housing Competition Maintenance and Management"
May 27-29	Ufa	Seminar on State Housing Inspection Progress	P.Collins A.Ovsyannikov	50	"American Experience on State Housing Inspection Envolvement in Securing Hogh Housing Maintenance Standarts" "The State of Legal Base Development for State Housing inspections in RF"
May 28	St._Petersburg	Seminar/ Institute of Economy and Management	A.Puzanov	40	"Methodical questions of realization of Russian Housing Allowances Program"
May 30, 1996	Novocherkassk	Seminar/ City Admin.	D.Khomchenko A.Shegolev T.Koutakova	15	Condominiums
June 1-3	Golitsino Moscow obl.	Seminar IUE/ Dzerzhinski City Adm.	N.Kosareva A.Puzanov M.Shapiro D.Homchenko T.Koutakova A.Suchkov A.Novikov A.Kopeikin L.Kolokolnikova	35	"Main Trends of Housing Reforming in the Cities of Russia" "Reforming of the System of Payment in Housing: Results and Challenges" "Creation on a Competitive Basis of the System of Housing Stock Maintenance" "Customer and Contractor Under Competitive Conditions of Housing Maintenance: Buseness Game." "Homeowners Associations: Legal Basis and Life" "Creation of Homeowners Associations in Newly Constructed Buildings" "Challenges of Mortgage Financing Development in Russia" "Procedures of Computation of Mortgage Loan Payments" "Projects of municipal Infrastructure Development Funding" "The Sources of Dept redemption within the Framework in the Infrastructure Finance Project" "Municipal Bonds: Issuing and Placement "Land Use Regulation in the Cities: Zonning Procedures"
June 2-3	Salekhard	Seminar/ Analytic Center of President of RF	M.Pinegina		Housing Reforms
June 4	Moscow	Meeting of Board of Trustees of the Building Technology Information Center of Russia	R.Struyk	20	"Understanding Russian Construction"
June 5	Vladimir	Seminar/ UI Department of Housing	V.Prokofiev M.Biryukov	13	"Organization and Operation of Condominiums in Russia"

June 4-6	Moscow	Seminar/ IUE & International Academy of Enterprenership	M.Pinegina A.Puzanov M.Shapiro D.Khomchenko K.Petrova P.Collins	15	"Competitive Maintenance and President's Decree" "Origination of Housing Stock Maintenance Competition" "Monitoring of Private Contractor Maintenance Work"
June 5	Moscow	City Conference of Housing Organizations	M.Shapiro	300	Presentation of the UI Program of Housing Refroms
June 5	Moscow	5th Realtors Ann. Congress	R.Struyk	250 60	"New Directions in Urban Urban Institute Work with the Guild" "Maintenance of Municipal Housing as a Business Opportunity"
June 6	Vladimir	Seminar/UI Frunzenski Military Office	S.Sivayev M.Biryukov	12	Property Mangement and Condominiums
June 4-7	Tomsk	Seminar on Capital Finance/ UI and RTI/ Association of Far Eastern and Western Siberian Sities	I.Dmitrieva A.Kopeikin A.Novikov	21	Capital Finance
June 10-11	Moscow	Seminar/UI	P.Collins V.Prokofiev	15	Training for Trainers (for UI team)
June 10-12	Pskov	Seminar on Capital Finance/ UI and RTI/ Union of Russian Cities	I.Dmitrieva A.Kopeikin R.Firestine	30	Capital Finance
June 10-12	Tumen	Seminar/UI & Union of Small Cities of Tumen Oblast	A.Suchkov D.Khomchenko M.Shapiro A.Tkachenko	28	Housing Finance in Russia Condominiums "Housing Maintenance Competition Organization"
June 13	Moscow	Presentation/ Institute of Engeneering and Construction	T.Koutakova	7	"Condominium Organization"
June 13	Volhov	Seminar/UI City Adm.	O.Kim A.Shegolev	15	"Condominium Association Organization and Management"
June 17-19	Moscow	Seminar/UI & Fannie Mae	N.Dave A.Suchkov	27	"Fee Income Management"
June 18	Moscow	Seminar for Chairman of building cooperatives and housing associations/ Union of Apartment Owners	N.Nozdrina Y.Petrova	8	"Advantages of Condominium Formation" "Moscow Competitive Maintenance and Management program"

June 18, 19	Vladimir	Seminar / UI City Adm.	S. Sivaev V.Prokofiev D. Khomchenko A. Shegolev	10	Condominium Management
June 20,21	Gus`Khrustalny	Seminar/UI City Adm.	V.Prokofiev S. Sivaev D. Khomchenko A. Shegolev	10	Condominium Management
June 24-27	Moscow	Seminar/TUE & Institute of Improving the Qualifications of Managers and Specialists of Construction	M.Shapiro M.Pinegina D.Khomchenko K. Petrova P. Collins A.Shegolev	22	Competitive Maintenance & President's Decree
June 24-27	Moscow	Seminar/TUE & International Academy of Enterprenership	A.Puzanov S.Sivaev	12	"Social Protection Citizens under the Terms of Housing Payment Reform"
June 26-27	Moscow	Seminar/ Academy for Property Management	T.Koutakova V.Prokofiev	6	Condominium Management
July1-2	N.Novgorod	Seminar/ UI	D. Khomchenko A. Shegolev	70	Condominium Management
July 8-9	N.Novgorod	Seminar/ UI	D.Dunbar A.Vysokovski		"Obtaining construction financing for real estate development: how to develop a construction loan application"
July 8-9	N. Novgorod	Seminar/UI City administration	A. Puzanov		For Representatives of the Regional Administration and Boards of Directors of Condominiums
July 11	Vladimir	Seminar/ UI	M. Biryukov		"New Job Opportunities in the Management of the Housing Stock"
July 22-25	Moscow	Seminar/UI Institute of Improving the Qualifications of Managers and Specialists of Construction	D. Homchenko M. Pinegina M. Shapiro E. Petrova		"Maintenance, Repairs and Reconstruction of Housing"
Sept. 17-20	Suzdal	Seminar			"Condominium Management"
October 1-3	Novgorod	Seminar / UI City administration			"Housing and the City Economy"

**USAID SHELTER COOPERATION PROGRAM WITH MOSCOW
AND THE RUSSIAN FEDERATION**

**LIST OF STUDY TOURS
AND OTHER SPONSORED TRIPS ABROAD
as of June 4, 1996**

DATES	NAME OF ACTIVITY (ORGANIZER)	ATTENDEES
July, 1992	Study tour to Washington on housing allowances program administration (Urban Institute)	Kriviv A.S., Deputy minister, Gosstroy Saburov E.F., Director, Center for Information Technologies Derendyaev S.B., Chairman, RF Supreme Soviet Housing Committee Kuznetsova L.V., Deputy Chief, Department for Communal services Shamuzafarov A.Sh., Head, Housing Policy Department, Gosstroy Maslov N.V., Deputy Chairman, Municipal Housing Department
Dec.7-14, 1992	Condominiums (Urban Institute)	Filchenko V.P., Deputy Director, Center for Housing Reform Assistance Kuzovchokova Elena A., Chief, Municipal Housing Department Somichev Nikolay I., Chairman, Commission on Municipal Economy, Mossovet
Jan.26-Feb.3 1993	Housing Management Owners Study Tour (Urban Institute)	Povarov Rudolf S., Deputy prefect Klichov Mamed-klich, Chief, Dept. of Communal Services Vakarev Alexander I., Chief, DEZ
Jan. 31- Feb.30, 1993	University of Maryland course on housing in market economies	Ivanov S.V., Chief, Banking Structures Division, Sberbank Samoshchenko V.A., Chief, Social Programs Financing Div., Min. of Ec. Terehina G.V., Deputy Chief, Housing Privatization Div., Mun.H.Dept. Zhagulo T.I., Chief, Forecasting Division, Municipal Housing Dept. Yunina O.N., Senior Researcher, Institute for Legal Researche
Feb.25-March 5 1993	Housing finance seminar (University of Utah)	Bukato Viktor I., President, Mosbusinessbank Sokolovskaya Galina A., Director, Center of Mortgage Lending (CML), Mosbusinessbank Kosareva Nadezhda B., Institute for Economic Forecasting Moiseeva Ludmila. F., Chief, Dept. of Credits, Ministry of Finance
March 28 - April 8, 1993	Promotion of Russian-USA joint ventures (Urban Institute)	Basin E.F., Chairman, Gosstroy Krivov A.S., Deputy minister, Gosstroy
March 26- April 6, 1993	Housing sector policy formulation and intergovernmental relations (Urban Institute)	Shamuzafarov A.Sh., Head, Housing Policy Department, Gosstroy Maslov N.V., Deputy Chairman, Municipal Housing Department
April 28 - May-18, 1993	Fels Center, University of Pennsylvania, course on Mortgage Lending	Anstov I.V., Chief, Housing Reform Dept., Gosstroy Blochin Yu., Senior Specialist, Economic Policy Department City of Moscow

May 22 -
June 4
1993

Loan Underwriting and
Servicing StudyTour
(Urban Institute/Abt. Assoc.)

Sokolovskaya Galina A., *Director, CML, MBB*
Klimentiev Oleg, *Chief economist, CML*

August 16-
September 3, 1993

Fels Center, University
of Pennsylvania, course
on Mortgage Lending

Andrei Lazarevsky *Deputy Department Head, Ministry of Finance.*
Michail Gavrilin *Head, of the Credit Bank, Sberbank of Russia.*
Igor Bochkarev *Director, Povolzhsky Financial and Building
Company (Samara).*
Michail Klimov *Head, Moscow's Economics Department*
Yevgeny Spirin *Chairman, Mossoviet Commission dealing with
housing finance.*
Arkady Ivanov *President, Joint Stock Mortgage Bank,*
Alexander Kurenkov *Head, mortgage department, Peresvet Bank
(formerly Expobank).*
David Khodzhaev *Deputy Head, Department for Housing Policy
Development, Gostroi.*
Chekmareva Elena *Deputy Chief of Finance, Markets and Institutions
Division, Central Bank of Russia.*
Kazakova Elena *President, Invesstrakh Branch (Yaroslavl), Director-
Designate of Joint Stock Mortgage Bank*
Andrey Chetirkin *Executive Director, St. Petersburg Hypotecobank.*
Pastukhova Natalia *Senior specialist, Lending Department, Sberbank
of Russia*
Loktionov Vyacheslav M. *Deputy Chief, Investment Programs of
Housing Reform Ministry of Economy*
Manuylova Tatyana N. *Chief, Dept. for State Debts and State Loans,
Ministry of Finance*
Kostyrko Valery V. *Deputy Chief, Dept. for Housing and Industrial
Construction Ministry of Finance*
Florentieva Maria V. *Senior economist, Division of Securities;
Inkombank*
Androsov Alexander M. *Deputy Chief, Investments Dept., "Menatep",
International Finance Group*
Shalyagina Natalia *Senior legal adviser, "Mospriyatizatsia".*

Oct.30 -
Nov.5
1993

Loan Servicing StudyTour
(Urban Institute/Abt. Assoc.)

Sokolovskaya Galina A., *Director, CML, MBB*
Klimentiev Oleg, *Chief economist, CML, MBB*
Tvorogov Ilya, *Economist, CML, MBB*
Polyakov Oleg, *Chief economist, CML, MBB*
Suchkov Andrey, *Economist, UI (Moscow)*

Dec.2-8
1993

Housing Allowances
(QUADEL Corp.)

Puzanov Alexander, *Consultant, UI (Moscow)*
Goltseva Olga L., *Deputy Chief, Department of Construction and
Housing and Communal Economy*
Rubtsov Nikolay V., *Head, Department of Improving Methods Of
Housing Maintenance and Repair, Committee for
Communal Economy*
Bychkovsky Igor, *Director, Institute of Communal Economy*
Medvedeva *Department for Communal services*
Romakina Raisa A., *Deputy Director, Information-Calculation Center,
Department for Engineering Support*

Feb.22- Mar.5, 1994	Pratt Construction Finance Seminar	Krupskaya Inessa A., <i>Head of Division, Mortgage Standard Bank</i> Khimushin-Kashaev Igor F., <i>Vice-President, Mortgage Joint-Stock Bank</i> Orlov Vladimir E., <i>President, Association of Mortgage Banks</i> Gorbonosova Anna V., <i>Deputy Head, Investments Division, Bank "Menatep"</i> Gorelik Ludmila A., <i>Chief Economist, CML, MBB</i> Braverman Valery A., <i>Head, Division of Long-Term Lending, MBB</i> Romanov Yuri P., <i>Head, Housin Construction Finance Division, Ministry of Finance</i> Kliisho Elena D., <i>Chief Economist, Sberbank</i> Frolov Vitaly A., <i>Deputy Governor, Nizhny Novgorod oblast</i> Grudinin Mikhail Yu., <i>Manager, Creative Association "STEK", Irkutsk</i>
April 27- May 18, 1994	Fels Center Housing Finance Course	Klepikova, Yelena, <i>Urban Institute, Consultant</i> Kosareva Nadezhda, <i>Urban Institute, Consultant</i> Suchkov Andrey, <i>Urban Institute, Consultant</i>
July 12- July, 20, 1994	Housing Codes Study Tour (Quadel Corp.)	Tikhomirova Mariya, <i>Urban Institute, Economist</i> Lesnikov Alexander, <i>Chief Urban Department, Apparatus of Government RF</i> Lopatkin Nikolay, <i>First Deputy Chief, Housing and Communal servies Department, Gosstroy</i> Strazhnikov Alexander, <i>Direktor, Voscow Housing Inspection</i> Kondratenko Valeriy, <i>Chif. Law Department, Moscow Housing Inspection</i> Vankova Marina, <i>Director, Housing Inspection of Eastern District, Moscow</i> Krasinskay Ludmila, <i>Director, Housing Inspection of Northern District, Moscow</i>
July 26- August 3, 1994	Mortgage Law Study Tour (Urban Inst./Abt)	Zadonskiy Georgiy I., <i>Deputy of the State Duma of the RF Federal Assembly</i> Martemyanov Valentin S., <i>Deputy of the State Duma of the RF Federal Assembly</i> Paydiev Leonid Ye., <i>Head of the Division, Ministry for Economy of the RF</i> Pavlov Pavel N., <i>Adviser of the State-and Legal Department of the RF President</i> Novikov Vladimir I., <i>Head of the Section in the Department for Ownership and Entrepreneurial Activities of the Government of the RF</i> Boyko Vadim A., <i>Deputy of the State Duma of the RF Federal Assembly</i> Bulavinov Vadim Ye., <i>Deputy of the State Duma of the RF Federal Assembly</i> Kiselyov Sergey V., <i>Head of the Department for Techcal Inventory of the RF</i> Lapshina Ludmila V., <i>Urban Institute,</i>

September 12-30,
1994

Housing Construction
and Building Products
Training (AED)

Agibalov Nikolay N., *Ltd. Liability Association Company, Ryazan, Chairman*
Barsch Ludmila A., *Moscow, GIPRO NII, Head of the design N5*
Belkina Tatyana D., *Urban Institute, Consultant*
Dragushin Aleksey A., *Moscow, Deputy Director Joint-stock Co. "Champion"*
Kasheutov Mihail I., *Tver, City Adm., Deputy Head of Adm.*
Novokreschenov Valeriy S., *Nizhnii Novgorod (N.N.), N.N. Oblast Adm., Deputy Chairman, Municipal Housing Department*
Frolov Sergey Ya., *Novgorod, Joint-stock Co. "Volhov", Chairman of the Board*
Horushevskiy Genrih V., *Moscow, Union of Entrepreneurs of the Industrial and Construction Complex of R., Director General*
Tsarev Vladimir M., *N.N., Co. "Nizhegorodstroj", Vice-President*
Scherbakov Vladimir A., *Irkutsk, Construction Co. "Vinsent", Dir.*
Uyzov Alexander I., *Pskov, Public Held Joint-stock Co., "Pskovoblstroj", Director General*

Sept. 30 -
Oct. 14, 1994

Training for Trainers
Course (AED)

Adzhimamudova Nina N., *Moscow, The Municipal Housing Insps. Training Center, Director*
Ampilogov Vladimir N., *Ryazan, Mayoria, Deputy Mayor*
Benilova Elena N., *Ivanteevka, Training Center for Housing Reform Problems, First Deputy Head of the Adm.*
Buzyrev Vyacheslav V., *S. Petersburg, Engineering & Economic Academy, Head of the Department*
Vitenberg Tatiana Z., *Moscow, Municipal Housing Institute, Head of the Dep.*
Gavriilin Mihail A., *Moscow, Bank Assosiation "Russia", Dir. Loan Dep.*
Garipova Zaituna L., *Ulyanovsk, Joint Venture "Argo", Chif Expert in Real Estate*
Getmaniuk Tatiana M., *Moscow, Business Academy, Head of the Dep.*
Dmitriev Mihail N., *Nizhniy Novgorod, Construction Academy, Deputy Rector*
Dorofeeva Tatiana M., *Habarovsk, Sberbank Academy, Dir.*
Domashenko Mihail V., *Irkutsk, Vostochno-Sibirskiy Commercial Bank, Dir. Metodology Center*
Kievskiy Vladimir G., *Moscow, Bank Association "Russia", Dep. Dir. Staff Training Center*
Koplus Sergey A., *Moscow, Russian Appraisers Assoc., Vice President*
Laschenko Svetlana D., *Moscow, Business & Bank College, Dep. of Dir.*
Liplavka Valentina A., *S. Petersburg, "Leontief Center", Assistant*
Lesova Irina B., *S. Petersburg, Intern. Banking Inst., Head of Dep.*
Lykov Alexander A., *Obninsk, Municipal Management Inst., Executive Manager*
Orlovskiy Arnold A., *Moscow, Ministry of Constr., Dir. Training Cent*
Osipov Valeriy V., *Moscow, Municipal Housing Institute, Head of the Depart.*

Oct. 2 - Oct.30,
1994

**Mortgage Banking
Training Course
(Abt, UI, Fannie Mae)**

Parshenok Viacheslav A., *Saratov, Constr. College, Deputy Director*
Serdiukov Igor A., *Moscow, Union of Russian Cities, Chairman of the Dep.*
Strelnicov Vadim I., *Moscow, Municipal Housing Inspection, Head of the Dep.*
Sokova Elena Ia., *Moscow, Municipal Housing Inspection, Dep. Head*
Suchkova Anna A., *Moscow, Institute of Countries of Asia & Afr., Senior Professor*
Tokarev Boris E., *Moscow, Public Property Academy of the Joverment the RF, Dep. Dir. of "Investor" Center*
Fedorov Vladimir N., *Moscow, Ministry of Constr., Head of Dep.*
Filchenko Victor P., *Moscow, Center of Assistance for Housing Reform, Dep. of General Dir.*
Tsikanov Muhamed M., *Nalchic, Ministry of Economy Kabardino Balkarii, Minister*
Tsibulnicov Vyacheslav M., *Moscow, Comm. Bank "Balchug", Head of Dep.*
Tsiganov Konstantin A., *Moscow, Association of Students, Vice President*

Androsov Alexander M., *Moscow, Bank "Menatep", Head of Dep.*
Bobylev Valeriy V., *Nizhniy Novgorod, Land Bank of Novgorod, Senior Expert*
Denga Tatiana N., *Moscow, Joint Stock Bank "Kreditprombank", Head of Dep.*
Ershova Tatiana A., *Moscow, Joint-Stock Bank "Mortgage Standartbank", Head of Dep.*
Zhdanov Vladimir I., *Samara, MZHK-1, Dir.*
Zalotin Maksim V., *Novosibirsk, Municipal Bank of Novosibirsk, Senior Expert*
Ivanov Arkadiy P., *Moscow, Joint Stock Mortg. Bank, President*
Kabakov Evgeniy V., *Pskov, Bank "Pskovacobank", Dir. of Dep. of Investment & Economic Relations*
Klepikova Elena G., *Moscow, The Urban Institute, Consultant*
Klimenko Vladimir A., *Moscow, Land Bank of N. Novgorod*
Kling Roman A., *Novosibirsk, Municipal Bank, Senior Expert*
Kopeikin Alexander B., *Moscow, The Urban Institute, Consultant*
Korobeinikov Igor O., *N. Novgorod, Head of Securities for Morg. Transactions Dep.*
Savchenko Evgeniy V., *Ufa, Joint Stock Bank "KPD", Chairman of the Board*
Krohina Natalia V., *Moscow, Joint Stock "Logovaz", Head of Dep.*
Kunilov Sergey V., *Irkutsk, East-Siberian Comm. Bank, Dir.*
Lebedev Vladimir V., *Novgorod, "Novobank", Vice-president*
Gynin Valeriy I., *Moscow, Assos. of Industrial-Constr. Banks, Managing Dir.*
Litvinov Grigoriy F., *S.-Petersburg, Mortgage Bank of S.-Peters., Vice-president*
Orlov Vladimir E., *Moscow, Assos. of Mortgage Banks, President*
Pikulskiy Gennadiy V., *Tumen, Commercial Bank "Tumen", Dep. Chairman of the Board*
Pobyvanets Vladimir A., *Moscow, Assos. of Industrial-Constr.*

Sept. 26- Oct. 11
1994

Property Management
and Maintenance
(Quadel Consulting)

Banks, Head of Dep.
Rogozhina Natalia N., Moscow, Joint-Stock Mortgage Bank,
Senior Expert
Lysenko Andrey G., Novgorod, "Novobank", Loan Depart., Expert
Shitov Nikolay V., Moscow, Bank "Menatop", Head of Depart.
Tserancov Alexander M., N. Novgorod, Municipal Bank "Nizhego-
rodskiy Credit", Head of Dep.

Bakunina Lubov D., Poliprom, Inc., Property Manager
Borisov Alexander M., Nestor Enterprises, Dir.
Volkov Gennadiy A., 1st Dep. Head of Adm., Zavolzhskiy Region
Dolginov Evgeniy M., Stroidach Kompleks, General Dir.
Gavrushina Lyudmila F., Board of Unified Customer, Municip.
District of Mitino., Head
Gokadze Lyudmila V., Repair- Maintenance Org. #7, Birulyovo
East Adm. District
Ilyin Vladimir A., 1st Dep. Head of Adm., Proletarskiy Region
Ionov Victor N., 1-st Dep. Head of Adm., City of Tver
Kozlov Pavel L., Northwest Prefecture, Dep. Prefect
Krasikov Mihail A., Birulyovo East Adm. Distr.
Kupnyanova Lubov S., Birulyovo East Adm. Distr.
Ostrovskaya Lidiya G., Repair- Maintenance Org. #21, Chief
Ovsyanikov Alexander I., Board of Communal Services, Chief
Pavlova Raissa, Northern Prefecture, Senior Specialist
Pinegina Margarita B., The Urban Ins., Consultant
Romanov Mikhail, Deputy Head of Municipal Inspection
Savina Tatiana B., Department of Municipal Housing Insp., Chief
of Section

Nov. 7- Dec. 3,
1994

Property Management and
Maintenance
(Quadel Consulting)

Bannikov Ivan N., Moscow, "Santekhnika-komplex", President
Bolonin Alexander A., N. Novgorod, Deputy Head of Adm. of the
Sormovskiy region
Vladyko Sergey, Nizhegorodskaya region, Dzerzhinsk, Head of
municipal enterprise "Gorzhilupravlenie"
Dikin Mihail V., N. Novgorod, The First Dep. of Head of Adm.,
Nizhegorodskiy region
Kolokolnikova Ulyai V., Moscow, Depart. of Municipal Housing
Inspection, Senior Specialist
Kudinov Vladimir N., Moscow, Depart. of Engineering & Communal
Services, Head of section
Martynova Galina V., N. Novgorod, Department of Housing Construct.
Nizhegorodskaya region, Senior Specialist
Mints Irina G., Moscow, Institute for Housing Economy, Deputy Dir.
Nemov Nicolai S., Moscow, Department of High-Rise Buildings, Dir.
Obelchenko Igor O., Moscow, Licensing Center, Dir.
Oveshnikov Mikhail M., Moscow, Information Center of Public
Policy, Senior Specialist
Osipova Ludmila I., Moscow, Department for Housing Economy,
Head of section
Ostafyeva Nadezhda A., Ryazan, Department of Municipal Housing
Senior Specialist
Pavlov Sergei, N. Novgorod, City Admin., Head of Depart.
Raybov Ivan., N. Novgorod, The First Dep. Head of Adm. Priokskii
region
Samarin Oleg B., Moscow, Prefect of Municipal Distr.

Nov.7- Des.3 1994	Mortgage Bankers (Abt, UI, Fannie Mae)	<p style="text-align: center;"><i>"Timiryazevskii"</i></p> <p>Sidorov Valentin P., <i>Vladimir, Housing Consulting Depart.</i> Timirev Anatolii I., <i>N.Novgorod, Adm. of Nizhegorodskaya region, Head of Depart.</i> Khodzhaev David G., <i>Moscow, Min. of Constr., Head of Depart.</i> Shapiro Marina D., <i>The Urban Inst., Consultant</i></p> <p>Alekseev Dmitrii M., <i>Irkutsk, Joint-Stock Co. Ltd. "Vostsibstroinvest", Tekhnical Dir.</i> Burmistrova-Zueva Irina N., <i>Moscow, Joint-Stock Co. "Logovaz", Deputy Head of section</i> Vishnev Andrey I., <i>Moscow, Commercial Bank, Vice-President</i> Vyazovkin Anatolii A., <i>Ulyanovsk, Joint-Stock Co. "Argo",</i> Zhukov Evgenii L., <i>Yaroslavl, Affiliate of J/S Mortgage Bank, Lawyer-consultant</i> Korobeynikova Margarita V., <i>Moscow, J/S Insurance Co., Senior- Expert</i> Lipitcev Vladimir A., <i>S.Petersburg, "Ipotecobank", Head of section</i> Litvinov Mikhail M., <i>Moscow, "Slavyanobank", Vice-President</i> Maifat Arkadii V., <i>Ekaterinburg, Stock Exchange, Lawyer- consultant</i> Miheev Valeni I., <i>Moscow, Commercial Bank "Balchug", Deputy Head of Depart.</i> Motovilov Ivan I., <i>Cherapovets, "Sokolbank", Deputy Chairman of the Board</i> Mustafin Nail V., <i>Kazan, J/S Co. "Sindikot", General Dir.</i> Muhina Valentina I., <i>Voronezh, J/S Municipal Bank, "Petr Pervyi", Deputy Chairman of the Board</i> Ozerov Alexander G., <i>Moscow, Association of Mortgage Banks, Consultant</i> Starostin Valerii M., <i>Cheboksary, J/S Co. "Real Estate", General Dir.</i> Tkachenko Andrei Yu., <i>Moscow, Urban Institute, Consultant</i> Tarasova Elena V., <i>Moscow, Privately Owned J/S Co. "Krasnye Vorota", Head Legal Depart.</i> Finagin Vladimir V., <i>Barnaul, Commercial Bank "Altaizhinvest", Chairman of the Board</i> Fomicheva Antonina A., <i>Pskov, "Pskovakobank", Head of Depart.</i> Khabibulin Ulfat A., <i>Ufa, J/S Bank "KMD", Economist</i> Chemyak Alexander V., <i>Moscow, Bank "Menatep", Head of Depart.</i> Gulenko Viktor F., <i>Pskov, City Admin., Deputy Head</i> Chehov Alexander P., <i>Krasnodar, Kubanskii Mortgage Bank, Gead Legal Depart</i> Shingalova Olga V., <i>N.Novgorod, Commercial Bank "Nizhegorodets" Head of Depart.</i> Khimushin-Kashaev Igor F., <i>Moscow, J/S Mortgage Bank, First Vice-President</i></p>
Apr. 29 - May 4, 1995	Consultation in Law in Mortgage (UI)	Zadonski Georgi I., <i>State Duma of the Russian Federation</i>
May 8 - 15	Seminar on Fund Raising for Public Policy Research Institute in former Soviet Bloc (Hudson Institute)	Kosareva Nadezhda B., <i>Urban Institute</i>

May 20 - 27,
1995

Housing Codes
Working Group
(Quadel Corp.)

Kondratenko Valeri F., *Municipal Housing Inspection of the City of Moscow, lawyer*
Lopatkin Nikolai T., *Moscow, Ministry of Construction of the Russian Federation, Deputy Head of the Communal and Housing Economy Department*
Osipova Ludmila I., *Moscow, Communal Services Department of the City of Moscow, Head of the Building Maintenance Office*
Salov Gennadi V., *the State Housing Inspector of the Republic of Bashkortostan, Russia*
Sokova Elena Y., *Municipal Housing Inspection of the City of Moscow, Deputy Head*
Strajnikov Alexandr M., *Municipal Housing Inspection of the City of Moscow, Head*
Joukov Nikolai V., *Murmansk, Office of the Municipal Economy of the Murmansk oblast, Chief Engineer of the Municipal Services Enterprise*

June 7 -24

Municipal Finance
(AED)

Areshenko Vasily P., *Novosibirsk, Chief of the Foreign Department of the Siberian branch of the Academy of Sciences*
Fedorov Igor V., *Orenburg, Deputy Head of the Administration*
Ivanova Olga A., *St-Petersburg, Deputy Chief of Social Sphere Financing Department of the Mayor's Committee of Economy and finance*
Gushtan Valentina I., *Ekaterinburg, Vice - Chairman of the Economy Committee of the City Administration*
Karpov Yuri B., *Riazan, Vice-Mayor of the City, the Director of the Department of economy and Finance*
Klepikova Elena G., *Moscow, Housing Finance Consultant of the Urban Institute*
Kolesova Liudmila A., *Moscow, Chief of Territorial Development Coordination Department of the Department of Economical Policy and Development of the City of Moscow*
Makarova Olga A., *St.Petersburg, Deputy Chief of Complex Development of Infrastructure of the City of the Mayor's Committee of Economy and Finance*
Mayorov Yuri K., *Ekaterinburg, Chief of the City Economy Development Department of the Economy Committee of the Administration of the City of Ekaterinburg*
Menshikova Tatiana F., *Ekaterinburg, Vice-Chairman of the Economy Committee of the City Administration*
Peremazov Igor P., *Barnaul, Deputy Head of the City Administration*
Perevozchikova Nina P., *Ekaterinburg, Deputy Chief of the Financial and Budget Department of the City Administration*
Petrov Evgeny V., *Moscow, Chief of the Social Development Department of the Department of Economical policy and Development of the City*
Postnov Sergey I., *Vladimir, Director of the Prospective Development and Foreign Relations Department*
Prokofiev Vladlen Y., *Vladimir, Head of Construction Complex Coordination Department*
Rutman Mikhail G., *Tomsk, Vice-Mayor of the City*
Shamova Valentina G., *Ekaterinburg, Vice-Chairman of the Housing Communal Economy Committee and KE of the Administration of the City*
Strashnov Gennady G., *Moscow, Deputy Chief of the Division of the Department of Economical Policy and Development of City*

Sept. 12-20	Tenant - Landlord Relations (Quadel Corp.)	<p>Zhukova Svetlana A., <i>St-Petersburg, Chief Specialist of the Department of the Housing-Communal Finance of the Mayor's Committee of Economy and Finance</i></p> <p>Getman Elena S., <i>lawer of the Constitutional Court of the Russian Federation</i></p> <p>Romanenkov Nikolai S., <i>Deputy Head of the Moscow City Court</i></p> <p>Bolshova Alla K., <i>Head of the Moscow City Arbitraruy Court</i></p> <p>Isayeva Marina A., <i>officer from the Economic Office Department for Communal Services of Moscow Government</i></p> <p>Novokrestchenov Velery S., <i>Deputy Head of Department for Construction and Housing and Housing, Nizhny Novgorod Oblast Administration</i></p> <p>Dyachkova Yelena G., <i>chief specialist, Nizhni Novgorod Oblast Administration Legal Department</i></p> <p>Matiushenko Anatoly I., <i>Deputy Head of Krasnoyarsk City Administration</i></p> <p>Souraev Andrey N., <i>Deputy Head of Legal Department of Krasnoyarsk City Administration</i></p> <p>Osikin Maxim Y., <i>lawer from the Department for Housing Maintenance Saint-Peterburg Administration</i></p> <p>Dmitrieva Ilona N., <i>consultant of the Urban Institute/ Moscow</i></p>
Dec. 6-9	Observational tour on dual rate mortgage (OTP Bank)	<p>Porjenko Valentin - <i>Expert of Consumer loans department of "Stolichny" bank, Moscow.</i></p> <p>Kochine Pavel - <i>The Head of general Public lending department of Neftyanoi" bank, Moscow</i></p> <p>Kourilov Serguei - <i>Director of the mortgage branch of "VostSibkombank", Irkutsk</i></p> <p>Debolskaia Elena - <i>The Head of Mortgage loan group of "Sokolbank", Tcherepovets</i></p> <p>Tchourakovski Vladimir - <i>Expert-economist of the loan department of "Tveruniversalbank"</i></p> <p>Mamiev Vladimir - <i>The loan officier "Inkombank", Moscow</i></p> <p>Mikheev Valeri - <i>The Deputy Head of the Mortgage loan department of "Baltchug" bank, Moscow</i></p> <p>Lebedev Vladimir - <i>Vice-President of "Novobank", Novgorod</i></p> <p>Choucharine Andrei - <i>The Head of Department of "Peter I" bank, Voronezh</i></p> <p>Khototchkine Serguei- <i>Municipal bank of Ryazan</i></p> <p>Starostine Valeri - <i>President of the Fist Credit Union, Cheboksari</i></p> <p>Klepikova Elena - <i>The Urban Institute</i></p> <p>Kosareva Nadejda - <i>The Urban Institute</i></p> <p>Soutchkov Andrei - <i>The Urban Institute</i></p> <p>Struyk Raymond - <i>The Urban Institute</i></p>
Jan. 4-11, 1996	Moscow City Housing Court Tour (Quadel Corp.)	<p>Strazhnikov Alexander - <i>Head of the Moscow State Housing Inspection</i></p> <p>Bolshova Alla - <i>Head of the Moscow Arbitrage Court</i></p> <p>Romanenkov Nikolai - <i>Deputy Head of the Moscow City Court</i></p> <p>Sharandin Yuri - <i>Head of the law Department of Moscow City Duma</i></p> <p>Isayeva Marina - <i>Deputy Head of Economic Division, Engeneering Services Department, Government of Moscow</i></p> <p>Antoshin Anatoli - <i>Deputy Head of the State Procuracy (Attorney General) of Moscow</i></p>

Jan.30-Feb.7

RF Housing Inspection
Agencies Study Tour
(Quadel Corp.)

Avdeev Valery - *Head of Municipal and Housing Economy Department, Ministry of Construction of RF*
Roschupkin Eduard - *General Housing Inspector of RF*
Chetvergov Anatoly - *Head of the Housing Inspection of the Belgorod Oblast*
Lobachev Michael - *Head of the State Housing Inspection of the Orenburg Oblast*
Momotov Vladimir - *Head of the State Housing Inspection of the Krasnoyarski Krai*
Efremov Valeri - *Head of the State Housing Inspection of the Republic of Mordovia*
Raimov Nadir - *Head of the State Housing Inspection of the Republic of Tatarstan*
Ustyushin Nikolai - *Head of the State Housing Inspection of the Vladimir Oblast*
Finiguenov Guennadi - *Head of the State Housing Inspection of the Penza Oblast*
Vovulo Nina - *Head of the Division of Housing Economy of the Municipal Economy Academy K.D.Pamfilov*
Ovsyannikov Alexei - *Urban Institute Consultant*

Apr 2 - 14

Construction Period Finance
(UI, Mendez England)

Chemyak Alexander - *Head of the Department of the expertise of constructing projects of Bank "Menatep", Moscow*
Beznedelni Vladimir - *Head of the Project financing Department, Bank "Sankt -Peterburg", S - Peterburg*
Kurilov Sergei - *Director of the mortgage branch of "Vostochno-Sibirski Bank", Irkutsk*
Golovkina Galina - *"Sokolbank", Cherepovets*
Poltavtsev Alexander - *"Priovneshtorgbank", economist, Ryazan*
Gnbov Valeri - *"Nizhegorodski Bankirski Dom", economist, N.Novgorod*
Suchkov Andrei - *The Urban Institute, consultant*
Podkolzin Andrei - *The head of the Mortgage Department, Bank "Stolichni", Moscow*
Tkachenko Andrei - *The Urban Institute, consultant*
Sorgina Inna - *The Head of the department of bank expertise and investments, "Uralpromstroibank", Yekaterinburg*
Khotochkin Sergei - *Moscow finance-construction company*
Osintsev Alexei - *The Head of the financing department, Uralski Industrialni bank*
Lebedev Vladimir - *Vice-President, Novobank, Novgorod*
Stashenkova Natalya - *Economist, Mosbusinessbank*

27of April-18of May	Advanced Mortgage Finance (UI, Abt, Fannie Mae)	<p>Allenova Irina -specialist on the financing and securities Minfin, Moscow</p> <p>Balandin Boris- Head of the assets managment DepartmentUralpromstroibank, Yekaterinburg</p> <p>Brusokas Alvidas - Vice-president, Baltiiski Bank, S-Petersburg</p> <p>Brusokene Tamara - Deputy General director of Baltiiski bank, St-Petersburg</p> <p>Churakovsky Vladimir - Chief Credit department economist, Tver universal bank, Moscow</p> <p>Fomin Victor - Chief of the Board, United Industrial bank</p> <p>Debolskaya Yelena - Head of the Mortgage Center of Sokolbank, Moscow</p> <p>Ganzuk Sergei - Manager of the Mortgage and Real Estate Department, Stolichni Bank, Moscow</p> <p>Kalinkin Vladimir - Novobank</p> <p>Frölov Andrei - "Ogni moskvi" Bank</p> <p>Koshin Pavel - Chief of the Credit Department, "Diamant" bank</p> <p>Levanov Alexei - Chuvashski Narodni bank, Cheboksari</p> <p>Loktionov Vyacheslav</p> <p>Merkushina Tamara - Deputy Chief of the Board, Municipal Bank S.Zhivago, Ryazan</p> <p>Moiseeva Lyudmila - Head of the Credit and Money circulation Department, Minfin, Moscow</p> <p>Akilbayev Dmitri - Kredit inspector, Inkombank, Moscow</p> <p>Nioradze Antony - The Urban Institute, consultant</p> <p>Novikov Vladimir - Inkombank, Nizhegorodski Regional Center, Nizhni Novgorod</p> <p>Olinova Inessa - Director of the Agreement Center, Russian Association of the Industrial-Constructing Banks, Moscow</p> <p>Porzhenko Valentin - The Urban Institute, consultant</p> <p>Rachkova Tatyana - Director on the work with population, Bank Sankt-Peterburg</p> <p>Rymsho Ivan - The Urban Institute, consultant</p> <p>Savin Vadim - Head of the Credit Department, SKB Bank, Yekaterinburg</p> <p>Shusharin Andrei - Head of the Real Estate Department, Petr I Bank, Voronezh</p> <p>Pechatnikov Anatoli - Director of "Inter-Real"</p> <p>Redko Antonina - Menatep bank</p> <p>Tsvetkov Alexei - Neftianoi Bank, Moscow</p> <p>Fedyunin Dmitri - Chief of the Credit Risk Department, Nizhni Novgorod banker's House</p> <p>Zaharova Lyubov - Nizhni Novgorod Administration</p> <p>Zuev Nikolai - Sverdlovsksochbank, Yekaterinburg</p>
May 8-22	City Planning for Federal and Local Level Officials	<p>Gorokhova Marina - Deputy Head of Legal Department Ministry of Architecture and Construction of the Russian Federation, Moscow</p> <p>Khakhalin Andrei - Land Use Specialist, The Urban Institute</p> <p>Lazarevski Andrei - Advisor to the Chairman of the State Property Management Committee of the Russian Federation</p> <p>Levandnaya Natalya - Head of the Department of Legal Support, State Property Mangement Committee of the RF</p> <p>Matyuhin Oleg - Deputy Director of AUREC Private Consulting Agency St-Petersburg</p> <p>Timonov Victor - Chairman of City Land Committee, Novosibirsk</p> <p>Zholtikova Galina - Chairperson of the Oblast State Property Committee, Vice-Governor of the Oblast, Chelyabinsk</p> <p>Yegorova Lyudmila - Deputy Head of the Novgorod City Tax Inspection</p>
May 28- June 5	Managment Information Systems for Housing Codes (Quadel)	<p>Grunicheva Nina - Chief of the Subdepartment of methodology, State Municipal Inspection, Moscow</p> <p>Novoselov Vladimir - Chief of the Subdepartment of avtomatization, State Municipal Inspection, Moscow</p> <p>Bulavin Anatoli - Chief of the Housing Inspection of South-West Administrative District, Moscow</p>

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