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United Way
International

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27 November 1995

Ms. Jeanne Bourgault
American Embassy
USAID/Moscow
PSC 77
APO AE 09721

Dear Jeanne,

Attached please find program and financial reports relating to USAID grant no. 118-0007-G-00-5149-00, for the period 1 January 1995 through 30 September 1995.

Please let me know if I might answer any questions or clarify any of the attached.

With best wishes,

A handwritten signature in black ink, appearing to read "Gregory Berzonsky".

Gregory Berzonsky
Program Director

enclosures

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RAPSUDE/USAID GRANT #118-0007-G-00-5149-00

Progress Report to 30 September 1995

Summary of Grant Purposes:

- Establish a local United Way International presence in the Nenets Okrug which will provide local oversight and management of the RAPSUDE grant-- and onto which other U.S. Government assistance activities in the region can be grafted
- Provide training and technical assistance to the Nenets Okrug's non-governmental organizations (NGOs) to enhance the local NGO sector's self-help and mutual-help capabilities
- Provide training and technical assistance to the Nenets Okrug's administration entities to improve its ability to effectively manage and utilize taxes and royalties resulting from oil extraction in the Okrug
- Manage a small-grants program which will provide the necessary funding for institutional capacity building activities in the NGO sector

Activity Report Summary:

Study Trip Prior to Receiving Grant Agreement

Late in 1994, USAID asked United Way International (UWI) to adjust its grant proposal to fit within a \$2 million budget rather than the previously discussed \$6 million budget. To make these adjustments, UWI and USAID agreed that a short "study trip" to the Nenets Okrug was necessary. Participants on the 24-27 January 1995 study trip were:

Gregory Berzonsky, UWI
Ginger Bethe, USAID
Marina Grigorieva, USAID
Elisabeth Kvitashvili, USAID
Paul Murphy, UWI
Ludmilla Orelup, Conoco
David Rossiter, Conoco
Gary Thorud, UWI

The study trip allowed all participants to see the location where the grant will take place; meet local administration officials who will assist in program implementation as well as benefit from RAPSUDE; sign a "Memorandum of Understanding" with the Governor of the Okrug which outlines in-kind contributions from the administration; meet NGO leaders and learn first-hand what types of projects will be useful to the local third-sector; see the potential future program city of Arkhangelsk -- while explaining to Arkhangelsk officials that their projects will have to be

postponed; meet several of the corporate partners who will help to continue the projects after the grant funds are completed; and, most importantly, re-define the original plans to fit within a smaller budget.

Using the knowledge gained during the study trip, UWI staff re-worked the grant proposal to fit within the new guidelines, while retaining most of the proposed projects for the Nenets Okrug. This refined proposal was submitted to USAID on 27 February 1995. After minor questions were answered, USAID awarded the RAPSUDE grant to UWI on 24 March 1995, and the grant agreement was signed in Moscow on 27 March 1995.

During April and May of 1995, UWI reached agreements with Okrug officials concerning specific office location, security procedures for property, staff and consultants and all other in-kind arrangements, interviewed several candidates for the position of project director in Naryan-Mar, and determined which projects put forward by the administration would be feasible to start in the grant's first year (see attachments for full list). Moreover, UWI continued discussions with several potential sub-grantees, explaining the conditions of the region in-depth, and helping to define what "appropriate technology" means to the area. It became clear that communities in Utah and Alaska would be the most appropriate "partners" for the Nenets Okrug in terms of fulfilling the conditions of the grant. During this period, UWI also outlined internal procedures for financial matters relating to the grant, along with interviewing candidates to fill the role of on-site consultant.

Establishing a United Way International Presence in the Nenets Okrug

On 20 June 1995, Jeffrey Flint, consultant to UWI on the RAPSUDE grant, arrived in Moscow. The timing of Mr. Flint's arrival in Moscow was determined by UWI's receipt of the first funds concerning this grant from USAID. These funds were received on 6 June 1995.

While in Moscow, Mr. Flint arranged for the purchase and shipment of all equipment, supplies and furniture for the Naryan-Mar office (with substantial in-kind assistance from Conoco, Inc.), met with representatives from NGOs and PVOs which have had experience working in the Nenets Okrug, coordinated reporting, communication and assistance arrangements with the United Way of Moscow, and negotiated banking and equipment service arrangements with several vendors.

Upon reaching Naryan-Mar in early July, Mr. Flint met with each of the local governmental, corporate and non-profit leaders who would play a role in completing the RAPSUDE program. He surveyed several proposed sights for the United Way International office, completed a preliminary survey of the existing NGOs, met with community leaders to begin the process of determining who should comprise the local selection committee for the RAPSUDE small-grants program and interviewed several candidates for positions in the United Way Naryan-Mar office.

In order to show early results from the grant, Mr. Flint began a program in mid-July which was the most requested both from the Okrug administration and Okrug citizens: an English-language training program. The vast majority of the students were either administration officials or NGO leaders (see attached list) -- the training of whom is a priority of the grant. Modules of the classes include the language of basic management, definitions and discussions of "what is an NGO" and "charitable organizations and volunteer activity", and a section on financial accountability. By using these topics while teaching English, UWI's other activities will become much easier since these often unknown areas will already have been explained and explored. The English training is continuing, and the fees charged to participants are now paying for all costs incurred. Shortly, the language-training program will be spun off as a separate NGO in the Okrug.

By mid-August the United Way office was contracted (as an in-kind contribution from the Okrug administration) and all supplies and equipment were set up and fully functioning, except for the phone/fax and e-mail connections. Such communications are extremely difficult to establish, UWI has learned, anywhere in the Okrug. While UWI continues discussions with administration officials on solving this problem, the local Conoco office has allowed UWI to use its phone and fax. The present communication situation is far from ideal, but regular contact has been possible in this manner.

The senior staff of the office has been selected and contracted. Svetlana Sergeevna Bredun has been chosen to direct the office, and Galina Viktorovna Sukhanova is the deputy director, with her primary task being the nurturing and growth of local NGOs. Ms. Bredun has extensive managerial and computer skills as well as experience working with corporations in a philanthropic venture. Ms. Sukhanova will retain some of her responsibilities as head of the Naryan-Mar chapter of the Red Cross -- without her the organization would fail. She has extensive experience in charitable work (is herself a registered nurse) and has the trust and support of all the young NGOs in the Okrug. This core staff will insure a successful UWI program. The support staff will be reported on later as their hiring dates fall outside the scope of this report. Formal training for the senior staff also will take place after this reporting period.

After searching for an appropriate project manager for RAPSUDE, to be based out of the United Way of Moscow office, UWI decided that it would be logical and economical to ask Mr. Flint to serve as senior consultant in the field for three-quarters of his time, and as project manager in Moscow for the remaining one-quarter of his time. If UWI hired an individual in Moscow, that person would need to spend considerable time in Naryan-Mar to prepare all necessary reports. Using the above method, Mr. Flint will be available to the USAID/Moscow staff one week of each month, will be able to report the most current information, will be able to meet with all sub-grantees in Moscow during his time there, will be able to train the staff in Naryan-Mar to function without constant supervision, and will be able to transport supplies into the Okrug on each trip, a function which must be completed regularly because of the lack of supplies available in the Okrug. Having Mr. Flint in both roles solves a multitude of concerns.

Training and Technical Assistance to NGOs

Besides the above-mentioned language program, UWI has begun the process of implementing training programs and other forms of assistance to NGOs in the Okrug that were identified in the proposal-writing and study trip phases. Several of the projects involve enhancing operations and activities of existing NGOs, but because of the limited numbers of NGOs in the Okrug, just as many projects involve creating NGOs where there is an obvious need. Project outlines for eight (8) such programs are included in the attachments to this document. These projects include: Nenets Okrug Red Cross Assistance; Nenets Okrug Vocational Excellence NGO; Nenets Eco-Tourism; Nenets Okrug "Hands Across the Sea" NGO; and Nenets Okrug Crafts NGO. Other projects which have taken shape include the beginning of a Junior Achievement chapter in the Nenets Okrug which will encompass two main programs: educating students in market economics practices, and "teaching by doing" which will entail pairing with a classroom in the United States (Utah) to swap and sell goods. This program will raise money for several NGOs in the Okrug including the Children's Craft House, the Nenets Indigenous People's NGO called "Yasavey" and the Internat, a school comprised primarily of orphaned children.

Representatives from Utah Valley State College and Utah-Russia Institute have visited the Okrug, on their own funding, in order to provide a clearer proposal regarding how their services could best be utilized. UWI has been in contact with other organizations for these same purposes. These potential sub-grantees will be highlighted in the next report since their activities all take place after 30 September 1995.

Training and Technical Assistance to the Nenets Okrug Administration

Members of the Nenets Okrug administration have been taking part in the language-training program, the benefits of which are detailed above. In addition, the city of Anchorage, Alaska and UWI have been discussing programs which would create a "sister city" relationship, whereby Anchorage would be able to provide financial and other municipal training to members of the Okrug administration. The State of Alaska is also willing to provide similar training. Details of these programs will be part of the next reporting period.

Utah Valley State College (UVSC) has successfully implemented a degree-granting educational program in office skills and management in Kiev, Ukraine. One of the motivating factors for UWI to pair with UVSC is their pertinent experience in the region. If appropriate, UWI may ask UVSC to replicate such a program in the Nenets Okrug.

Small-Grants Program

UWI has completed the background paperwork, comprising the objectives, application procedures, eligibility and criteria for the small-grants program in the Okrug. Members of the grant selection committee have been identified -- they represent a cross-section of many sectors in the Okrug, including the health, education, media, small-business and governmental sectors. See attachment for full report on the small-grants program.

During January of 1996, UWI will host two seminars in the Okrug relating to the small-grants program: the responsibilities of a selection committee, and a general informational seminar for organizations on how to apply for a small-grant, what criteria are needed, the parameters of the program, etc. In February the Grant Selection Committee will meet to decide which proposals in the first round should receive funding, and in March the first grants will be distributed.

Evaluation Summary:

UWI is pleased with the progress of the grant and the overall program to date. Difficulties in getting the project started due to financial restrictions were overcome once the consultant was in place in the Okrug.

Despite the fact that July and August are primarily vacation months in Russia, UWI was able to initiate several concrete programs as well as fully equip and supply the field office. The remote location of the grant heightens the difficulties of every aspect of completing the grant in a normal, business-like manner. Communications, supplies, qualified staff and extreme weather conditions contribute to these difficulties. UWI's corporate partners have provided more in-kind support than originally conceived, allowing for many of the program's successes to date. UWI's consultant has been the most important key to this program to date. Mr. Flint's abilities and energies are the reason for the majority of the grant's achievements.

With, in effect, only three active months to report (July-September), UWI feels that progress is moving along at a steady, confident pace. UWI does not intend to allow the harsh winter months to detract from the momentum built since July. Programs, trainings, consultancies and small-grants will go ahead as planned.

1. Federal Agency and Organizational Element to Which Report is Submitted USAID Moscow		2. Federal Grant or Other Identifying Number Assigned By Federal Agency #118-0007-G-00-5149-00		OMB Approval No 0348-0039	Page 1	of 1 pages
3. Recipient Organization (Name and complete address, including ZIP code) United Way International 701 N. Fairfax Street Alexandria, VA 22314						
4. Employer Identification Number 23-7424837		5. Recipient Account Number or Identifying Number		6. Final Report <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		7. Basis <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual
8. Funding/Grant Period (See instructions) From: (Month, Day, Year) 1-1-95		To: (Month, Day, Year) 12-31-97		9. Period Covered by this Report From: (Month, Day, Year) 1-1-95		To: (Month, Day, Year) 9-30-95
10. Transactions:				I Previously Reported	II This Period	III Cumulative
a. Total outlays				-0-	351,463	351,463
b. Refunds, rebates, etc.				-0-	-0-	-0-
c. Program income used in accordance with the deduction alternative				-0-	200,000	200,000
d. Net outlays (Line a, less the sum of lines b and c)				-0-	151,463	151,463
Recipient's share of net outlays, consisting of:						
e. Third party (in-kind) contributions				-0-	98,600	98,600
f. Other Federal awards authorized to be used to match this award				-0-	-0-	-0-
g. Program income used in accordance with the matching or cost sharing alternative				-0-	-0-	-0-
h. All other recipient outlays not shown on lines e, f or g				-0-	-0-	-0-
i. Total recipient share of net outlays (Sum of lines e, f, g and h)				-0-	98,600	98,600
j. Federal share of net outlays (line d less line i)				-0-	52,863	52,863
k. Total unliquidated obligations						52,863
l. Recipient's share of unliquidated obligations						-0-
m. Federal share of unliquidated obligations						52,863
n. Total federal share (sum of lines j and m)						52,863
o. Total Federal funds authorized for this funding period						600,000
p. Unobligated balance of federal funds (Line o minus line n)						547,137
Program Income, consisting of:						
q. Disbursed program income shown on lines c and/or g above						200,000
r. Disbursed program income using the addition alternative						200,000
s. Undisbursed program income						-0-
t. Total program income received (Sum of lines q, r and s)						200,000
11. Indirect Expense	a. Type of Rate (Place "X" in appropriate box) <input checked="" type="checkbox"/> Provisional <input type="checkbox"/> Predetermined <input type="checkbox"/> Final <input type="checkbox"/> Fixed					
	b. Rate 22.7%	c. Base	d. Total Amount	e. Federal Share		
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.						
13. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.						
Typed or Printed Name and Title NAEEMAH T. FRAZIER Dir. of Finance & Admin.					Telephone (Area code, number and extension) 703-519-0092	
Signature of Authorized Certifying Official <i>Naemah T. Frazier</i>					Date Report Submitted 11-27-95	

ЛИСТ
приоритетных проектов для осуществления
в рамках проекта "Острога успеха"

1. Становление офиса United Way International в Нарьян-Маре.
2. Создание ненецкого консалтингового центра "Инвест-Консалт".
3. "Ненецкий этнический центр на базе окружного краеведческого музея".
4. Издание сборника ненецкого фольклора.
5. "Обучение английскому языку в Нарьян-Маре".
6. "Детское творчество".
7. Создание бизнес-центра в Ненецком округе.

Проект 1

Становление офиса United Way International в Нарьян-Маре.

Краткое описание проекта.

Для осуществления проекта "Острога успеха" в целом в Нарьян-Маре необходимо открытие представительства(офиса) американской благотворительной организации United Way Int. Проект предусматривает организацию работы офиса на территории Ненецкого автономного округа, комплектование кадрами, подбор пилотных проектов.

Проект 2

Создание ненецкого консалтингового центра "Инвест-Консалт"

Краткое описание проекта.

Проектом предусматривается техническая и материальная помощь на этапе становления консалтингового центра. Предметом деятельности Центра будет сбор информации, её обработки и подготовки к использованию, подбор проектов социально-экономического развития на территории округа, их подготовка, оценка и экспертиза, подготовка специалистов округа для работы в условиях рыночной экономики, и оказание консалтинговых услуг предприятиям и населению округа. В дальнейшем предполагается совместное сотрудничество Центра с офисом ЧДО в отборе и подготовке проектов.

Проект 3

"Ненецкий этнический центр на базе окружного краеведческого музея"

Краткое описание проекта.

Предусматривается полная разработка проекта "Ненецкий этнический центр", включая его финансовое, материальное, техническое обеспечение.

Проект 4

Издание сборника ненецкого фольклора

Краткое описание проекта.

Подготовка к изданию сборника ненецкого фольклора: обработка материала, оформление, финансирование, издание, реализация.

Проект 5

Обучение английскому языку

Краткое описание

Проект предусматривает преподавание английского языка в Нарьян-Маре школьникам, населению, работникам частных и государственных предприятий, сотрудникам государственных учреждений с привлечением преподавателя-носителя языка.

Проект 6

Детское творчество

Краткое описание проекта.

Оказание помощи Детскому дому творчества, детским танцевальным коллективам, клубу "Орион". Проект предусматривает техническую и финансовую помощь в приобретении оборудования, инструментов, инвентаря.

Проект 7

Создание бизнес-центра в Ненецком округе.

Краткое описание проекта.

Разработка бизнес-плана создания бизнес-центра. Цель создания центра - предоставление различного спектра услуг деловым людям в Ненецком автономном округе (гостиничные, транспортные, связь и т. д.)

Помощь становлению Бизнес-Центра.

Список желающих обучаться на курсах английского языка
Изучали в институте:

1. Журавлёва Т.Ю.	окружной музей	2-20-60	2-27-13
2. Степанов Е.Ф.	комитет геологии	2-30-63	
3. Ветлугина В.В.	управление культуры	2-28 -59	
4. Варфоломеева Г.Э.	отдел информатизации		
5. Вольнец Л.А.	комитет экономики		
6. Владимирова Л.Г.	комитет экономики		
7. Маркова Е.С.	комитет экономики		
8. Жиленко Н.С.	комитет экономики		
9. Баркетова Т.Д.	правовое управление	2-22-52	
10. Куликова А.И.	бухгалтерия	2-22-36	
11. Кожевина Л.М.	бухгалтерия		

Изучали в школе или на курсах:

1. Кострушин А.Б.		2-21-80	
2. Белова О.Н.	управление образования		
3. Булатова Р.Н.	управление образования	2-30-15	
4. Евсюгин И.Е.	комитет по делам народов севера		
5. Дуркина Т.Н.	управление культуры		
6. Витязева Т.Ю.	управление культуры		
7. Фёдоров С.И.	комитет геологии	2-30-63	
8. Федянова С.И.	управление образования		
9. Чупров С.Г.	управление делами	2-30-55	
10. Вокуева С.Н.	бухгалтерия	2-27-40	
11. Щербина Л.П.	бухгалтерия		
12. Кокина А.И.	бухгалтерия		
13. Кузнецова Г.Г.	комитет по делам семьи	2-25-16	

Ранее не изучали:

1. Богачёва О.А.	управление образования	2-23-15	
2. Кузьминова М.Л.	управление образования		
3. Лапгандер Л.В.	комитет Севера		
4. Дрыгалова О.Н.	комитет экономики		
5. Семьяшкина Н. А.	комитет экономики		
6. Мартынова И.А.	комитет экономики		
7. Керимова Н.Т.	комитет экономики		
8. Ваганов А.Г.	отдел информатики	2-25-44	
9. Мальшева Г.А.	комитет госслужбы	2-22-86	

PROJECT: NENETS OKRUG RED CROSS ASSISTANCE
U.S. PARTICIPANTS: UTAH VALLEY STATE COLLEGE - NURSING SCHOOL
NARYAN MAR NGO: NARYAN MAR RED CROSS

OTHER INVOLVED ORG.:

The purpose of this project is to provide assistance to an existing Okrug NGO - the Red Cross - in enhancing its management capacities and in providing "outreach" assistance to the citizens of the Okrug, including the villages and population remote from Naryan Mar.

The primary outside entity that will provide continuing support for the Naryan Mar Red Cross is the Utah Valley State College and its Nursing Program.

PATH FORWARD:

1. Initiate discussions on this subject between UVSC, Okrug Administration health officials and Galina Sukhanova - Head of the Red Cross and the Assistant Director of UWI-Naryan Mar, in order to determine needs for nursing and paramedic training programs in the Okrug, both in Naryan Mar and the remote regions, and appropriate ways that UVSC might help to enhance Red Cross activities and capabilities, including administration and funding of the Red Cross - November 15-17, 1995.
2. UVSC and the Naryan Mar Red Cross sign an agreement for cooperative work in upgrading Red Cross capabilities - November 15-17, 1995.
3. UVSC - NM Red Cross agree on a program for upgrading NM Red Cross capabilities, including a plan to achieve adequate financial backing for the Red Cross over the next ten years. - 1st Quarter 1996.
4. UVSC provide first tangible assistance to Red Cross - 1st Quarter 1996.

PROJECT: NENETS OKRUG VOCATIONAL EXCELLENCE NGO

U.S. PARTICIPANTS: UTAH VALLEY STATE COLLEGE - OREM, UTAH CAMPUS
UTAH VALLEY STATE COLLEGE - KIEV INSTITUTE

NARYAN MAR NGO: TO BE DETERMINED - NARYAN MAR VOCATIONAL
EXCELLENCE NGO

OTHER INVOLVED ORG.: EDUCATION INSTITUTES IN NARYAN MAR
OKRUG MINISTRY OF EDUCATION

The purpose of this project is to establish an NGO in Naryan Mar to provide a focal point for activities designed to encourage improvement in meeting the vocational and business training needs of the Okrug. This NGO will serve as the linkage point for integrating technical/business training support by non-Okrug entities into the educational and commercial life of the Okrug. It will work with existing Institutes in the Okrug to arrange classroom space for training, with both these institutes and outside entities to determine what vocational and business training curricula are needed by the Okrug, and with participants and graduates of the training programs to assist in career and other development planning for individuals.

The primary outside entity that will provide startup and continuing support for this NGO is the Utah Valley State College and its program presently operating in Kiev, Ukraine.

PATH FORWARD:

1. Initiate discussions on this subject between UVSC and the Okrug's Ministry of Education & gain agreement to it - November 15-17, 1995.
2. Identify Okrug "coordinator" for helping develop this NGO. - November 1995
3. Identify UWI-Naryan Mar contact person for this project. - November 1995
4. UWI-Naryan Mar provide a startup grant to begin NGO - December 1995
5. Naryan Mar Vocational Excellence NGO in operation - December 1995
6. UVSC and Okrug Vocational Excellence NGO sign memorandum of agreement - 1st Quarter 1996
7. Okrug Vocational Excellence, with the assistance of UVSC, develops a three year plan of operation and a plan to achieve adequate funding of Vocational Excellence over the next ten years - 1st Quarter 1996.

8. Vocational Excellence NGO negotiate classroom space with appropriate educational institutes and other entities (e.g. a garage) in Naryan Mar for the holding of classes. - 1st Quarter 1996
9. UVSC and Okrug entities develop a curricula for the training - 1st Quarter 1996
10. First training classes under the Vocational Excellence auspices begin - 2nd Quarter 1996

PROJECT: NENETS ECO-TOURISM

U.S. PARTICIPANTS: ANCHORAGE, ALASKA ("SISTER CITY")
UTAH VALLEY STATE COLLEGE
MARRIOTT CORPORATION

NARYAN MAR: NM GROUPS INVOLVED IN SETTING UP ECO-TOURISM
BUSINESSES

OTHER INVOLVED ORG.: ECOLOGY MINISTRY

The purpose of this project is to assist small commercial entities seeking to establish viable businesses based on the sustainable development of fishing, hunting and eco-recreation resources in the Okrug.

Types of assistance likely to be needed include internal accounting, cost and revenue control, marketing, logistics coordination, advertising and so forth.

The initial outside entities that will provide assistance include Utah Valley State College and Anchorage, Alaska, the "sister city" of Naryan Mar.

PATH FORWARD:

1. Initiate discussions on this subject between UVSC, Naryan Mar groups seeking to set up businesses and the Okrug's Ecology Ministry. - November 15-17, 1995.
2. Identify UWI-NM lead contact on the project. - November 1995
3. Gain clarification of UWI - USAID grant agreement to ensure that activities in this project can be funded under the grant. - December 1995
4. Contact Anchorage officials and brief them on the project and get their buy in. - January 1996
5. In a joint meeting between UVSC, Anchorage and Okrug personnel, sign a memorandum of agreement on how to proceed with supporting eco-tourism activities in the Okrug. - 1st Quarter 1996
6. Okrug entities, UVSC and Anchorage work out a three year plan of cooperation including how to fund the UVSC and Anchorage activities in support of the eco-tourism businesses in the Okrug. - 1st Quarter 1996.
7. Okrug-UVSC-Anchorage develop "test marketing" steps to determine the commercial viability of eco-tourism in the Okrug - 1st Quarter 1996.

8. Okrug entities, UVSC and Anchorage "test market" eco-tourism packages in the United States, Russia and one or two selected European countries. - 2nd - 3rd & 4th Quarters 1996.
9. Evaluation of results of "test marketing" and revised three year plan for moving from the testing to the "commerciality" phase of the eco-tourism business. - 1st Quarter 1997.

PROJECT: OKRUG "ENGLISH AS A SECOND LANGUAGE" (ESL) NGO

U.S. PARTICIPANTS: BRIGHAM YOUNG UNIVERSITY
UTAH VALLEY STATE COLLEGE

NARYAN MAR: EXISTING AND PROSPECTIVE PARTICIPANTS IN UWI-NM
ESL PROGRAM

OTHER INVOLVED ORG.:

The purpose of this project is to change the present largely ad hoc UWI-NM ESL program into an ongoing Okrug activity coordinated by a viable NGO specializing in encouraging the use of English language training as a means to foster common understanding of key democracy, business, NGO concepts between Okrug citizens and foreigners living and working in the Okrug.

The initial outside entities that will provide assistance include Utah Valley State College and Brigham Young University.

PATH FORWARD:

1. Initiate discussions on this subject between UVSC and the Naryan Mar participants in the present UWI-NM ESL program - November 15-17, 1995. These discussions will include a tour of current training sites.
2. Identify, during the UVSC-Okrug discussions, a feasible path forward to establishing an NGO in the Okrug specializing in ESL training - November 15-17, 1995.
3. Identify prospective "lead" individual/entity for setting up such an NGO - November 1995.
4. Identify UWI-NM lead contact on the project - Marina Okladnikova
5. UWI-NM provide a small grant to establish the ESL-NM NGO - December 1995.
6. ESL-NM, with assistance of UVSC and BYU, develops a three year plan, including language instruction content, and a plan to provide adequate funding for ESL-NM over a ten year period - 1st Quarter 1996.
7. As one of the ESL-NM's first projects, three Russian-speaking Americans arrive in Naryan Mar for a three month residency to assist in setting up NGO's in the Okrug and to provide intense English-speaking interaction for Okrug citizens, including students - January 1996. These individuals will be replaced by individuals with similar capabilities so long as the Okrug finds it useful to have such an exchange program.

PROJECT: NENETS OKRUG "HANDS ACROSS THE SEA" NGO

U.S. PARTICIPANTS: UTAH-RUSSIA INSTITUTE
ANCHORAGE SISTER CITY

NARYAN MAR NGO: TO BE DETERMINED

OTHER INVOLVED ORG.:

The purpose of this project is to establish an NGO in the Okrug focused on coordinating educational, cultural and business exchanges between the Okrug and communities in the United States. Student exchanges would be the initial area of emphasis of the NGO with expansion to other activities such as exchange visits by business people and craftsman to occur later in 1996.

The primary outside entity that will provide startup and continuing support for the Naryan Mar "Hands Across The Sea" NGO is the Utah-Russia Institute. Anchorage, Alaska, Naryan Mar's "Sister City," will also be instrumental in ensuring the success of this project.

PATH FORWARD:

1. Identify the "lead" individual/entity in the Okrug for this NGO - November 1995
2. Identify the UW-Naryan Mar contact for this NGO - November 1995
3. Initiate discussions on this subject between Utah-Russia Institute and heads of primary and secondary schools - November 15-17, 1995
 - These should include evidence of UWI follow up on the "letter exchange" program instituted during the Berzonsky trip in September 1995.
4. UWI-Naryan Mar small grant to "lead" individual/entity in Okrug to initiate startup of the NGO - December 1995.
5. "Hands Across The Sea" NGO (HAS-NGO) in operation - January 1996.
6. Three U.S.-Russian speaking college students arrive in Naryan Mar for a stay of three months with the goal being to help in the start up of HAS-NGO and other NGO's in the Okrug.- January 1996.
7. Utah-Russia Institute and HAS-NGO reach agreement on first exchange of Naryan Mar students - 1st Quarter 1996.
8. First Naryan Mar exchange students identified and sent to live with U.S. families - 2nd Quarter 1996.

9. HAS-NGO, with assistance of Utah-Russia Institute, develops a three year plan for its operations, including the means by which it will seek financing to continue the program for at least the next ten years.
10. HAS-NGO expands its programs beyond student exchanges - 4th Quarter 1996.

PROJECT: DEVELOPMENT OF INDICATIVE PLANS FOR OTHER PROJECTS TO BE FUNDED UNDER THE USAID GRANT TO UWI-NARYAN MAR

U.S. PARTICIPANTS: UVSC
UWI-WASHINGTON
CONOCO-BRUSSELS

NENETS OKRUG: UWI-NM

OTHER INVOLVED ORG.:

The purpose of this project is to develop indicative plans for projects not included in the first tranche of UWI-NM efforts, including strict benchmarks for the deliverables and tough guidelines for the amount of funds to be made available from the USAID grant to carry out such projects. These indicative plans will be utilized to restrict sub-contracts let by UWI under the grant to individuals and entities having a high probability of delivering cost-effective benefits to the Okrug.

PATH FORWARD:

1. Identify 10 additional projects that could usefully be carried out under the USAID grant and that are desired by the Okrug - 1st Quarter 1996.
2. Identify UWI-NM contact person for this project - 1st Quarter 1996.
3. Initiate discussions on this subject between UVSC, UWI-Washington, UWI-NM and Conoco to determine the best way to draw up indicative plans - 1st Quarter 1996.
4. UWI provide a sub-grant to develop the indicative plans - 1st Quarter 1996.
5. Indicative plans ready for review and approval by UWI and other selected parties - 2nd Quarter 1996.
6. UWI contacts potential sub-contractors on the 10 follow-on projects to determine their interest in participating in efforts in the Okrug within the boundaries provided by the indicative plans - 2nd Quarter 1996.
7. UWI selects five additional projects from the indicative list and awards contracts to those organizations evidencing the highest capacity to deliver benefits under the boundary conditions specified in the indicative plans.

PROJECT: NENETS OKRUG - ALASKA COOPERATION IN PUBLIC ADMINISTRATION AND "SISTER CITY" EXCHANGES

U.S. PARTICIPANTS: ANCHORAGE, ALASKA
STATE OF ALASKA
ALASKA KENAI PENINSULA

NENETS OKRUG: NENETS OKRUG ADMINISTRATION
NENETS DUMA
NARYAN MAR MUNICIPAL AUTHORITY
OKRUG REMOTE SITES AUTHORITIES

OTHER INVOLVED ORG.:

The purpose of this project is to help the Nenets Okrug and Alaskan entities establish a cooperative relationship to exchange views on subjects of mutual interest such as public administration, law enforcement and community building.

Alaskan entities, including the State of Alaska, Anchorage and the Kinai Peninsula authorities, are the primary foreign entities involved in this project. Anchorage will serve as a "Sister City" to Naryan Mar and will be the coordinating agent for Alaskan involvement.

PATH FORWARD:

1. Identify Okrug "coordinator" for pushing this project forward in a rapid manner - November 1995
2. Identify UWI-NM contact person for this project - November 1995.
3. Initiate discussions on this subject between Alaskan authorities and Okrug authorities designed to determine the initial specific areas of joint interest to be explore together in public administration improvements - December 1995.
4. Okrug and Alaskan authorities jointly agree on a plan to promote exchanges and interaction on improving public administration activities in the Okrug - January 1996.
5. Initial exchanges of personnel and information on public administration take place between the Okrug Administration and Alaskan authorities - 1st Quarter 1996.
6. Interaction opportunities for Okrug entities with Alaskan counterparts are expanded to include the Duma and Naryan Mar municipal authorities - 2nd Quarter 1996.
7. Outreach programs involving Alaskan and remote areas of the Nenets Okrug initiated - 4th Quarter 1996.

8. Okrug and Alaska authorities agree to a plan to establish a joint NGO designed to strengthen ties between the two areas on a continual basis. This plan to include specific commitments to financing this NGO from Okrug and Alaskan revenues for an initial three year period. - 1st Quarter 1997.

PROJECT: NENETS OKRUG CRAFTS NGO

U.S. PARTICIPANTS: JR. ACHIEVEMENT OF SALT LAKE CITY
UTAH VALLEY STATE COLLEGE - DECA PROGRAM

NARYAN MAR NGO: TO BE DETERMINED - NARYAN MAR CRAFTS NGO

OTHER INVOLVED ORG.: SCHOOL #7 INTERNATIONAL ART CLASS
YASAVEI
THE PIONEER HOUSE
CHILDREN'S CLUB "ORION"
RETIREES ENGAGED IN CRAFTS

The purpose of this project is to establish an NGO in the Nenets Okrug able to coordinate activities of various entities in the Okrug engaged in the effort to market Okrug crafts to areas outside the Okrug and outside of Russia.

The NGO will be established on a "learning by doing" basis with an initial linking up of a Okrug "advisor," the Jr. Achievement of Salt Lake City and the DECA program at Utah Valley State College. The initial effort will be the running of a Junior Achievement "Globe" Company in the Okrug starting January 1996 with an expansion to other schools over the remainder of the year. Simultaneously, or nearly so, UVSC/DECA will initiative a program concentrating on helping craftsmakers among the older citizenry find marketing outlets for their wares beyond the Okrug.

PATH FORWARD:

1. Identify Okrug Jr. Achievement/DECA "advisor" - Yekaterina Nitkina
2. Identify UWI Naryan Mar coordinator for project - Galina Sukhanova
3. Gain agreement between Jr. Achievement of SLC and UVSC/DECA to cooperate in helping set up the Nenets Okrug Crafts NGO and in being channels for that NGO to utilize Jr. Achievement and DECA to accomplish the NGO's goals. - ROSSITER NEGOTIATE DURING NOV. TRIP TO SLC.
4. Provide Okrug advisor and UWI Naryan Mar Coordinator with training in Jr. Achievement Activities - November 17-20
 - Possibly use this training trip to also procure items for sale over next two months in U.S. to determine marketability and optimum price.
5. Initiate discussions in Naryan Mar on the UVSC/DECA participation in the Naryan Mar Crafts NGO project. - During UVSC Visit To Naryan Mar on November 15-17.
 - Possible use trip to procure further sample handicrafts for test marketing over next two months to determine marketability and optimum pricing.

6. Have in hand a written "memorandum of understanding" between a Naryan Mar "NGO," Jr. Achievement of SLC, and UVSC/DECA by December 31, 1995.
7. Have the first Jr. Achievements "Globe" "company" fully operating in the Okrug by January 1996.
8. Have the first DECA-linked Okrug "company" fully operating in the Okrug by March 1996.
9. Have the Naryan Mar Crafts NGO fully operating by March 1996 with Jr. Achievement & DECA programs its two key tools.
10. Naryan Mar Crafts, with the assistance of UVSC DECA and Jr. Achievement, develops a three year plan of activity and a plan for ensuring adequate funding for Naryan Mar Crafts for the next ten years.

UNITED WAY OF NAR'YAN-MAR

PROJECT PROFILES

- Project Name:** *Globe* and Applied Economics Courses (Junior Achievements)
Program Objective: Give practical "hands-on" experience in business for high school and institute-age students while encouraging growth of the local Nenets souvenir trade and exchange programs.
- Country:** Russia
Provider Name: United Way of Nar'yan-Mar
Activity Number: UWNM - 1
Span of Work Plan: The first applied economics courses are to proceed from 1 December through the end of January, followed by initiation of the *Globe* portion of the program wherein the students form their own import-export business in cooperation with American students. The *Globe* program is expected to run from February through the end of May with possibilities for extension depending on the success of the student company and the willingness of the American counterpart.
- Indicator(s):** Number of students participating in applied economics courses, number of guest lecturers for applied economics courses, profitability of student-run business.
- Target(s):** 50 students attending applied economics courses, two guest lecturers (one Russian, one American) during December and January applied economics training lectures, start-up of long-term import-export student firm manned by a continuous flow of students first educated through the courses.
- Outcome(s):** *Globe* and the applied economics courses the United Way of Nar'yan-Mar seeks to begin this winter will give Okrug students a head start in adapting to the changing business and work environment around them. In addition, the formation of an import-export company which transports Nenets souvenirs across the border means that those goods will need to be produced, thus employing several tradespeople and at the same time working to preserve the Nenets heritage. In order to fill orders on a large scale NGOs such as "Yasavci" will be utilized and thus strengthened both financially and socially. If the business proves to be quite successful there are possible benefits for those schools involved beyond the training received, such as utilizing the split profit to upgrade their own equipment and materials.

Resources:	Completion Date	Interim Benchmarks
Cooperation from Junior Achievements International and location of American counterparts	x August	
Sample copy of applied economics manual and <i>Globe</i> textbook	x 15 September	
Evaluation of potential export products	x 21 September	
Find suitable teachers/supervisors	01 November	
Find suitable educational institutions	01 November	
Have Junior Achievements representative visit and train the teachers/supervisors	30 November	
Additional copies of necessary manuals	30 November	
Select students for applied economics courses	30 November	
Begin applied economics courses	01 December	
Coordinate guest lecturers' visits	01 January	
End first series of applied economics courses	01 February	
Select students for <i>Globe</i> program	15 February	
Begin <i>Globe</i> program	01 March	
End first session of <i>Globe</i> program	15 June	

Outputs:

3 groups x15 hours=	
45 hours of applied economics instruction	01 February
2 guest lecturers x1 hour = 2 hours of guest lecturing	01 February
24 hours of instruction for <i>Globe</i> students	15 June

Use of Outputs:

- 60 school and institute-age young adults will be trained with regard to basic applied economics. Based on the results of their study and the necessities of selecting the members of a successful initial youth company 20 candidates will be chosen to participate in the *Globe* program's first venture.
- Participating teachers will also receive training and valuable work experience.
- The general public will be invited to the guest lectures, utilizing their visits on a broader basis such as how to create and present a business plan.

Achievement of Outcome:

Reaching its potential this program will 1) aid young adults in making personal financial decisions, 2) give them hands-on practice in applied economics and the dynamics of running a business, 3) assist the small grants program in educating potential grant seekers about how to write a business plan and manage an organization, 4) facilitate foreign exchanges opportunities.

UNITED WAY OF NAR'YAN-MAR

PROJECT PROFILES

Project Name: NGO Computer Training
Program Objective: Assist cooperative organizations — as well as the new United Way of Nar'yan-Mar staff — in becoming computer literate through programs based on popular software such as Microsoft Windows, Office Professional, etc.

Country: Russia
Provider Name: United Way of Nar'yan-Mar
Activity Number: UWNM - 2
Span of Work Plan: Mid-November through 1 January

Indicator(s): Number of pupils, number of instructive hours, number of varying organizations

Target(s): 4 from UWNM staff, 16 from differing organizations (e.g. Red Cross)

Outcome(s): Prompt computer literacy and thus higher levels of productivity and communication between existing and soon to be created NGO organizations. Having acquired a basic level of computer mobility available educational and work-related software will be far more useful, even if not in translation.

Resources:	Completion Date	Interim Benchmark
Access to necessary computers	x UWNM office computers, Pedcollege or IIT	
Computer specialist	23 October (Svetlana Bredun)	
Installed software (Microsoft Windows or Norton Commander, word processing and accounting programs)		
Outputs:		
1 1/2 hours weekly for 6 weeks = 9 hours of instruction		
Use of Outputs:		
Direct application for organizations such as the United Way of Nar'yan-Mar, Red Cross, the Globe youth company and school system instruction. If such training is provided by contracted office director Svetlana Bredun such classes would give her an opportunity to more closely get to know the existing NGO and education community. Encourage use of E-mail for interoffice communication.		
Achievement of Outcome:		
By providing elementary computer literacy, as well as more specialized classes in working with programs such as Microsoft Excel, productivity and professionalism within the Nar'yan-Mar NGO community will be heightened.		

UNITED WAY OF NAR'YAN-MAR

PROJECT PROFILES

Project Name: Okrug English Teachers Conference
Program Objective: Acquaint English teachers of the Okrug school system with and distribute "seed" materials for heightening the level of English instruction.

Country: Russia

Provider Name: United Way of Nar'yan-Mar

Activity Number: UWNM - 4

Span of Work Plan: 3 days mid-November

Indicator(s): Number of teachers attending, number of hours of instruction spent in seminars, number of materials distributed.

Target(s): Have at least one English teacher from each educational establishment, including outlying villages where English is taught, be present, take part in the seminar and take back sample materials.

Outcome(s): Patterned along the lines of a visit made earlier this year by an English text author (*Happy English*) this conference is designed to increase the level of enthusiasm between English teachers while Okrug-wide raising their instructive productivity. The conference will also serve as a chance to introduce representatives of the Okrug's outlying areas to the educational delegate on the Committee for Grant Selection and give them a chance to voice their needs, in short forming an informal teachers' NGO. The visits of teachers from outlying areas will also give United Way leaders a chance to establish contacts without expensive travel arrangements and better access its needs as a result.

Resources:	Completion Date	Interim Benchmarks
Seminar outline determined and submitted to the Institute for the Improvement of Teachers Date, time and location secured with IIT Sample materials purchased Assistance from teachers already utilizing sample materials arranged for seminar Have IIT arrange and pay for flights of Okrug teachers into Nar'yan-Mar for seminar	16 October 23 October 23 October One week until actual seminar As soon as they are able to before the conference in November During conference	
Arrange meeting of teachers with educational delegate		
Outputs:		
3 days x 6 hours of instruction Upgrade of Okrug English materials through distribution of sample items and training in there usage Introduction of educational delegate and small grants and training program	30 November	
Use of Outputs:		
The school system of the Okrug and thus the schoolchildren therein are the primary bonoficiarios of the seminar via the improved methods and materials available to their instructors. Follow-up on the usage of the new materials will be accessed through IIT's regular contacts with each individual school.		
Achievement of Outcome:		
Each component of the Okrug-wide school system will feel that they have received both material assistance and training -- as well as now having a delegate through which to float proposals to the Committee for Project Selection.		

UNITED WAY OF NAR'YAN-MAR

EVALUATION OF IMPLEMENTATION CHECKLIST

- UNITED WAY OF NAR'YAN-MAR "TOWN MEETING" HELD
RAPSUDE GUIDELINES ESTABLISHED

Key to the effectual fulfillment of the "educating stage" of the RAPSUDE project has been educating not only the local government structure and the public at large, but also the Nenets population which — though small — is difficult to reach as an audience due to the nomadic lifestyle of many of its members.

In doing so the organization "Yasavei," which acts as an intermediary for the Nenets people in dealing with the government (, aside from selling the fur, leather and souvenir goods which are produced in the tundra), has been very helpful. Although no visits to outlying areas as of yet have been made, through Yasavei several Nenets craftspeople and potential grant proposals had found their way to the United Way of Nar'yan-Mar office long before the press did in force. What remains to fully clear up in the understanding of those seeking grants is that the program exists by and large to assist organizations, not to make personal individual gifts.

Informing the governmental structure about the pre-existing barriers on the amount possible to receive in the form of a small grant or training has been a primary focus of Gregory Beizonsky and other associates during their visits. These efforts have been reinforced by visits to government officials virtually every day since late June by senior consultant Jeffrey A. Flint. As a result, proposals have been scaled down to the conceivable level of approximately \$5,000 versus renovating entire museums, schools or building new apartment buildings.

In dealing with the public an official "open house" had been sought for early September wherein the entire program would be formally launched. However, perhaps in accordance with the small size of Nar'yan-Mar and its small town atmosphere, even without such an event designed to attract attention most citizens of the city recognize the name "United Way International" and associate it with positive activities. This is likely to be a result of both over 12 separate press mentions — involving television, radio and publications — in addition to orchestrated visits to several of the area's educational foundations, technical workplaces and social clubs, such as the Rotary Club of Nar'yan-Mar.

In short, educating the population about RAPSUDE's guidelines has taken place beyond simply behind a pulpit and the press organs are receptive for any future events to be structured.

- SIGN AGREEMENT WITH OKRUG OFFICIALS

Both a "Memorandum of Mutual Understanding" (26 January 1995) and "Agreement of Cooperation" (22 September 1995) have been signed with Governor Yuri Komarovskiy and outline the obligations of both United Way International and the

Okrug administration. Included in the most recent agreement were the 14 fields of interest RAPSUDE encompasses.

• ESTABLISH UNITED WAY OF NAR'YAN-MAR

As described by the United Way of Nar'yan-Mar's weekly newsletter, *News From the North*, several particular challenges have been faced in the actual establishing of both UW / N-M's office and its staffing. However, Svetlana Sergeyevna Bredun has been singled out due to her administrative and computer skills, willingness to work including the continued improvement of her English and training in financial matters to become the office director beginning 23 October.

Counseling her will be Galina Viktorovna Sukhanova who, although working on a part-time basis, will fulfill the role of deputy director and specialist in Okrug NGO development. In fact, the purpose for her part-time employment versus a full-time position is to enable her to further manage the Red Cross of the Nenets Autonomous Okrug.

Doubling as administrative assistant and the head of our English language training program Marina Vladimirovna Okladnikova has both experience with logistical planning (Polar Lights) and language specialization (paid translator, English instructor).

Okladnikova will begin work from the same date as Bredun, while it is expected that Sukhanova will in place by the end of October. Training will be provided during a 1-2 week stay in Anchorage, Alaska — a potential Sister City partner — wherein intensive seminars will illustrate United Way programs already in action and feasible methods for their creation in an environment similar to the Nenets Okrug. This trip is cited for about 30 October to 10 November depending on the speed with which visas barriers can be overcome.

The United Way of Nar'yan-Mar's current office space exists at:

United Way of Nar'yan-Mar
Nenets Autonomous Okrug, Nar'yan-Mar
ul. Lenina 31 — Hotel "Pechora"
Suite No. 21

The lease currently signed to exists until 31 December 1995, however upon the securing of another location it is likely that the hotel would agree to dropping the remainder of the lease's period. The active lease was signed and is being financed by the Nar'yan-Mar City Government.

In terms of a more prospective location — without moving to either the city or Okrug administration buildings — due to a citywide housing shortage it has become necessary to either wait for space in one of two buildings nearing completion, swap or acquire suites in the hotel or purchase outright a multi-room apartment at inflated cost.

Consequently, establishing telecommunications has become a difficulty with the unsurety of the office's future location. Currently, FAX and telephone communications are relayed through the Polar Lights office across the corridor. (81853-2-22-67, 873-140-5261 or 873-140-5262 FAX). Unlike earlier this summer, administration specialists now claim that establishing direct Moscow phone lines, local phone lines and FAX-electronic mail hook-ups can be accomplished without the cited wait of six months or the payment of U.S. \$4,000 for new German communications extension equipment. The remaining question is

agreeing on a location permanent enough for these attachments to be made that also meets the Okrug and/or city administrations' monetary stringencies.

The purchase of equipment and furniture for the existing office was completed on-time and under budget primarily through competitive bidding by computer and furniture suppliers. Highlights to the office include 2 Compaq Presario CDS 860 computers equipped with CD-ROM and a 540 Mb hard drive -- a Hewlett Packard Laser Jet 5P, a Panasonic KX-F3000 plain-paper FAX and a Xerox 5310. All the furniture was purchased in Nar'yan-Mar with exclusion of four swivel chairs and a filing cabinet obtained in Arkhangel'sk.

Transport procedures of passengers and materials to and from population centers such as Moscow and St. Petersburg have been defined, making as much use as possible of available non-cost charter flights to the area by American companies such as Conoco and the Timan-Pechora Company. In transporting humanitarian aid items a procedure of petitioning through the Moscow and Arkhangel'sk branches of the Okrug's representative offices has already been utilized once and is expected to be relied on for similar import-export needs in association with developing programs, such as *Globe (Junior Achievements)*.

Tied to the registration process of the Nar'yan-Mar office, which was temporarily delayed by a transfer in leadership in the Moscow office, bank accounts for the transfer of money by invoice have not yet been established. Frankly speaking, banking within the Okrug may provide a degree of insecurity unappealing when considered the large sums of money being handled in the RAPSUDE project, yet the most reliable banks for our purposes would be ArcticBank and a soon-to be established branch of the nationwide Pensioners' Fund Bank. Whether or not is it decided to fully rely on these forms of money transfer the supply/reporting circuit is of sufficient usage to avoid embarrassing shortages.

For the current functioning of the office the three aforementioned employees plus senior consultant Jeffrey A. Flint should suffice to the end of this year. However, such part-time positions including tax-related bookkeeping and local transport needs will likely be added on contract terms as needed.

- Establish RAPSUDE Moscow office
 - Purchase equipment & furniture
 - Hire administrative assistant
 - Hire finance officer
 - Banking procedures established
 - Train RAPSUDE Project Manager in the US
- UWI/ Partnership Coordination - Initial Partners contacted
 - Potential partners notified
 - Partnership administrative procedures structured
 - Reporting/ accountability requirements outlined
- Strategic objectives defined
- Monitoring & Evaluating system established
- Monitoring & Evaluation system implemented
- Performance indicators developed
- Prioritize activities meeting objectives
- Develop & finalize first-year RAPSUDE workplan
- Develop strategic plan for years 2 & 3
- Develop relations with Okrug government

UNITED WAY OF NARYAN-MAR/RAPSUDE SMALL-GRANTS PROGRAM

Objectives for the Small-Grants Program

1. **Transparency:** Maximum transparency in the selection process will be a priority at all times. A mix of local leaders from the government, business and non-commercial communities will be used to evaluate applications.
2. **Geographic Diversity:** Projects and proposals from outside of the Okrug's capital city are strongly encouraged. The program will try to maintain a balance of funding within and outside of Naryan-Mar.
3. **Linkages to Local Government and Business:** For the purpose of greater NGO sector understanding and sustainability, building linkages and working with business and local government is greatly encouraged.
4. **Sustainability:** The program strives to build up an internal capacity, particularly in the organizations's ability to generate a future source of income in order to provide for a stable and long-term NGO sector.
5. **Improving the NGO Sector as a Whole:** This is a vital part of building sustainable NGOs as with improved image comes funding, cooperation on projects or issues, and wider popular and legislative support.
6. **Strengthening the NGO Sector as a Whole:** Proposals that create linkages within the sector and help to build networks for mutual support are encouraged.

Application Procedures

Participants in the small-grants program must submit a proposal to the small-grants Selection Committee according to the following format:

1. Name of organization
2. Mission statement
3. Project goals and objectives
4. A description of the problem the project will address
5. Anticipated results of project implementation
6. Management structure of the project
7. Volunteer involvement

Additionally, a complete description of the following information will be required:

- Project budget
- Financial management systems

- Organizational experience to date
- Anticipated sources of other financial support for the project

Proposals may be submitted to the United Way of Naryan-Mar office at any time, but the Selection Committee will meet, in private, only on announced dates.

Candidates for the Selection Committee have already been identified. They comprise the following organizations/fields of interest: United Way of Naryan-Mar, Okrug administration, City administration, Okrug Parliament, the Nenets people, health sector, heavy industry, agriculture, youth, charitable/social organizations, pensioners, multi-national corporation, education, culture, press.

Recommendations by the Selection Committee are submitted to the USAID Project Officer in Moscow for approval. Upon approval by the USAID Project Officer decisions are final and cannot be appealed.

All applicants will be informed of the decisions by letter.

Eligibility for Small-Grants

Organizations applying for small-grants must meet the following requirements:

1. At least 50% of all employees must be citizens of the Russian Federation
2. Must be self-governing and independent
3. Open to control and audit of accounts by United Way International or the United States Agency for International Development

Grant Guidelines

Organizations are strongly encouraged to apply for types of grants according to the following guidelines.

Larger, Well-Established Organizations

There are already several established and registered NGOs in the Nenets Okrug with ongoing programs, some sources of funds and full- or part-time employees which nevertheless have serious need for project funding, personnel recruitment and development, membership expansion, advocacy training and capacity building within the institutions. These organizations are often capable of re-granting and providing training. Types of grants include:

- Information activities
- Project grants
- Operational grants of all types
- Grants to provide training
- Other technical assistance

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Medium-Sized Organizations

Many organizations fall in between the "larger" and "smaller" categories. Some NGOs would not be able to effectively absorb a large grant, but would still be able to run a small project grant, perhaps with some technical assistance. Types of grants include:

- Information activities
- Project grants
- Operational grants
- Grants to receive training
- Grants to provide training where appropriate
- Advisors and consultants (must show multiplier effect)

Smaller, Younger Organizations

There are several small, start-up organizations and citizen's action groups that are responding to new needs in the transitional Okrug society. (The United Way of Naryan-Mar will encourage growth in this area.) These organizations operate at a local or grassroots level in the community. In the initial stages, these organizations need particular assistance in:

- Goal setting
- Strategic planning
- Cooperation with local government and business

They further need small equipment grants and limited operational grants.

Types of Grants to be Awarded

Project Grants

- i. Sectoral Projects - related to the mission of the organization. In particular, UWI will look favorably on grants that are regional in nature, linking sectors, engaging local business, municipal governments, the political process and public advocacy.
- ii. Information Activities - e.g., NGO database, information networks, library services, educational services, video programs, publications related to NGOs, intra-sector conferences and activities, publication of the findings of a project or research that can be linked to a program objective; information campaigns of NGOs to promote public awareness.
- iii. Community Foundations. Where the United Way of Naryan-Mar has been designed to engage emerging business sectors, including efforts to coalesce businesses and their leaders into an effective community development action group, community foundations might concentrate on training, technical assistance efforts in the community, particularly targeting women, long-term unemployed, and ethnic minorities. UWI will provide support for efforts such as events, membership base and services for fees.

Operational Grants

- i. Matching Grants for Salaries - to engender self-sufficiency and independence. Organizations can be given funds for salaries that provide higher levels of funding initially and, over time, the percentage of grant funding will drop to encourage the development of a wider funding base.
- ii. Equipment Grants - provided for well-justified requests typically for computer hardware and software, copiers, fax machines, typewriters.
- iii. General Overhead Grants - for rent, utilities, salaries, etc.
- iv. Limited Grants for Capital Development - when such support is considered necessary to carry out or advance the organization's objectives.

Technical Assistance Grants

- i. Provision of Training - larger organizations which have reached a certain level of sustainability may wish to provide training to other organizations and individuals. Over time, we anticipate the growth of this type of grant, which provides additional income to the organization as well as strengthens staff capacity.
- ii. Receipt of Training - organizations may request funds to cover the cost of specific training sessions for its staff and/or volunteers.
- iii. Expert Advisors and Consultants - an organization may request funds for a western or indigenous advisor or consultant. These consultants may be long- or short-term, and may assist in areas as diverse as computer set-up, legal assistance, project management, fundraising, etc.
- iv. Travel Grants - applicants may wish to apply for funds to cover the costs of travel to the United States, Europe or within their own country for a residency with a counterpart organization for the purposes of training.

Criteria for Proposal Evaluation

All applicants will be reviewed according to the following criteria:

Project Grant Criteria

- Need for the program, appropriateness
- Number of people reached, served
- Potential multiplier effect
- Linkages created to business, local governments or other organizations
- Success of programs in the past
- Quality of the proposed project
 - Potential of the project to achieve objectives
 - Originality of the concept
 - The nature of the interaction with the community
- Appropriateness of the overall budget and request

- Capacity of the organization to carry out the project
- Sustainability of the project after the funding ends
- Other sources of funds, ability to leverage grant
- Adequate technical facilities and expertise
- Importance of the activity to the field
- Plan for monitoring and evaluating progress of the project

Operational Grant Criteria

- Organizational stability and fiscal responsibility
- Evidence of commitment and sustainability
- Organizational capacity
- Evidence of strategic planning
- Experience and competence of the staff involved
- Ability to leverage grant for additional funding
- Evidence of appropriate budgeting
- Evidence of other sources of support

Technical Assistance Criteria

- Sustainability of the organization
- Multiplier effect of proposed training
- Number of people affected within and outside of the organization
- Potential impact of training or assistance
- Ability to forge linkages with local government, businesses and other organizations

External Factors/Policy Issues

- Project/application's fit with UWI/USAID priorities
 - Regional diversity
 - Ethnic diversity
 - Gender diversity
 - Ties to local government and business

Well-established organizations will be judged on the following additional criteria:

- Outreach to other organizations, including training
- Outreach to the public about the NGO sector
- Replication potential
- Ties to other organizations (wider NGO sector)

Working with the Media: Image and Information Campaigns

An Okrug-wide campaign to advertise the UWI/USAID Small-Grants Program including the availability of subgrants as well as technical assistance opportunities will be organized. A variety of outreach methods will be used, including but not limited to:

- One-day seminar to introduce the program, including extensive media coverage
- Series of workshops around the Okrug to explain the program and assist with proposal development

- Advertising in local newspapers
- Dissemination through schools and universities
- Public service announcements on local television

Path of a Grant Proposal

1. When a proposal arrives at the United Way of Naryan-Mar office, an office assistant logs it in and confirms that all application materials are complete.
2. The Small-Grants Manager helps applicants rework proposals where needed.
3. An office assistant prepares summaries of the proposal for the Selection Committee.
4. The Selection Committee receives full packets of proposals, including summaries.
5. The Selection Committee is convened to measure the proposals against the guidelines and criteria.
6. The Selection Committee ranks the proposals on merit and policy priorities and makes recommendations for funding and funding levels.
7. Proposal synopses and Selection Committee recommendations are submitted to the appropriate USAID Project Officer for final approval. The complete application package and full minutes of the Selection Committee meetings are available to USAID upon request.
8. The United Way of Naryan-Mar carries out negotiations and awards grants.

SUBGRANT AGREEMENT/DRAFT

(date)

(name)

(organization)

(address)

Subject: Subgrant No. _____
Awarded under USAID Grant No. 118-0007-G-00-5149-00

In accordance with the subject cooperative agreement between United Way International (hereinafter referred to as "Grantor") and the United States Agency for International Development, the Grantor hereby grants to _____ (hereinafter referred to as "Grantee"), the sum of _____ to provide support for the program entitled "_____", as described in Attachment 1, entitled "Schedule" and Attachment 2, entitled "Program Description."

This subgrant is effective and obligation is made according to the date in Section II of the Schedule and shall apply to the commitments made by the Grantee in furtherance of program objectives during the period beginning on _____ and ending on _____.

This subgrant is to be made to the Grantee on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule," Attachment 2, entitled "Program Description" and Attachment 3 entitled "Standard Provisions," which have been agreed to by the Grantee.

Please sign both copies of this letter to acknowledge your receipt of the subgrant, and return one copy to Grantor, c/o United Way of Naryan-Mar.

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions
4. OMB Circular No. A-133

Approved by:
 United Way International
 Name _____
 Title _____
 Date _____

Accepted by:
 (organization)
 Name _____
 Title _____
 Date _____

I. Purpose of Subgrant

The purpose of this Subgrant is to provide support for the (title of project) as more specifically described in the Attachment 2 to this Subgrant entitled "Program Description."

II. Period of Subgrant

The effective date of this Subgrant is _____.

Unless otherwise agreed by the Grantor in writing, the expiration date of this Subgrant is _____.

If this Subgrant is incrementally funded, funds obligated hereunder are available for program expenditures for the estimated period of _____ to _____ as shown in the Subgrant budget below.

III. Amount of Subgrant and the Payment

1. The Grantor hereby obligates the amount of _____ for purposes of this Subgrant.
2. Payment shall be made to the Grantee in accordance with procedures as follows: (Payment by Advance Payment or Reimbursement will be determined for each Subgrant, and will be made in accordance with Standard Provisions, and will be described below.)

IV. Financial Plan

The following is the Subgrant Budget. Revisions to this budget shall be made in accordance with Standard Provision of this Subgrant, entitled "Revision of Subgrant Budget."

LINE ITEM BUDGET

Standard Cost Categories

1. Personnel Costs
2. Other Direct Costs
3. Administrative Costs

Total: _____

V. Reporting and Evaluation

1. All reports should be directed to:

UWI/USAID Small-Grants Program
United Way of Naryan-Mar
Pechora Hotel Room #21
Naryan-Mar, Nenets Okrug, Russia

2. Fiscal reporting requirement: The final invoice shall be in the form of line item budget and shall show the budget amounts, amounts expended for each line of the budget and the amount remaining, if any.
3. Technical reporting requirements and evaluation criteria and schedules are as outlined in the section entitled "Reports/Deliverables" in Attachment 2, "Program Description."

VI. Special Provision

Staff Recruitment: The Grantee agrees that all staff recruitment for positions funded by the Grantor will be carried out through an appropriate competitive process and the salary levels will be in accordance with community and professional standards.

VII. Title to Property

No purchase of property, plant or equipment is permitted under this Subgrant unless specifically authorized.

VIII. Authorized Geographic Code

The authorized geographic code for all procurement using funds provided by the Grantor under the Subgrant is the United States and Russia, meaning that all goods and services financed by this Subgrant shall have, with respect to goods, their source and origin and, with respect to the suppliers of services, their nationality in the United States and Russia.

IX. Audit Requirement

This Subgrant is funded under Grantor's Cooperative Agreement No. 118-0007-G-00-5149-00 with USAID. As such, the Grantor is a primary recipient of a Federal award and is subject to OMB Circular No. A-133 which establishes the audit requirements and responsibilities of recipients of Federal awards. Under the provisions of the Circular, the Grantee, under this Subgrant, is defined as a sub-recipient of a Federal award. If Subgrant is for \$25,000 or more, or if the total of the Subgrants received by the Grantee in a calendar year from Grantor totals \$25,000 or more, the Grantee is subject to the same audit requirements and responsibilities outlined in OMB Circular No. A-133. If the Grantee conducts an annual organization-wide A-133 audit,

a copy of the auditor's report must be submitted to the Grantor for each year under which this Subgrant is in effect. If not, the Grantee is required to have an independent audit made of the subgrant received through this Subgrant and provide the Grantor with a copy of the auditor's report. The scope of the audit and audit objectives are stated in item 12 of OMB Circular A-133. A copy of the circular is found in Attachment 4 to this Subgrant.

X. Standard Provisions

The Standard Provisions applicable to this Subgrant are contained in Attachment 3, entitled "Standard Provisions."

XI. Russian Civil Code

In matters not provided for in this Subgrant Agreement, provisions of the Russian Civil Code shall apply.

Attachment 2
Program Description

- I. Summary
- II. Problem
- III. Purpose
- IV. Program Description
- V. Reports/Deliverables



UTAH-RUSSIA INSTITUTE

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801/222-8994
Fax 801/222-8740
E-Mail: Butler@UVSC.EDU

5, Ogareva str.
103910, Moscow, Russia
7 (095) 229-5565
Fax 7 (095) 203-8816



EXECUTIVE SUMMARY

BACKGROUND

The Utah-Russia Institute (URI), an entity of the State of Utah, was created at the suggestion of senior aides to former Russian Federation First Deputy Prime Minister and Minister of the Economy Yegor Gaidar, now a Member of the State Duma and head of "Russia's Choice" political party. The two aides toured Utah as guests of Utah industries and educational institutions. Dr. Gaidar and Governor Michael O. Leavitt are the two "Co-Chancellors, Honorary" of the Institute, housed at Utah Valley State College. UVSC President Kerry Romesburg is the chief executive officer. Founding signers of the Institute in Utah were the Governor, the Chairman of the State Board of Regents, and the President of Utah Valley State College. Utah's entire Congressional delegation gave its bipartisan endorsement of the Institute in a letter to Secretary of State Warren Christopher.

PURPOSE

The Institute's mission is to promote mutually beneficial commercial, educational, and cultural exchanges between the Russian Federation and Utah (and other interested entities in the United States) with the intent of fostering a stable democracy, entrepreneurship, a free market economy, and mutual understanding; and to set up and administer a broadly based academic-commercial partnership with qualified entrepreneurial entities to offer professional "hands-on" skills and capabilities. Principals of Utah corporations and educational institutions were involved in the formative stages of the Institute. The Institute and the Business Council for International Understanding (BCIU) in New York City work together in advancing the Institute's overall goals. Founded by former President Eisenhower, BCIU is made up of numerous Fortune 1000 corporations and former senior government officials.

PROJECTS

The Utah-Russia Institute has hosted several exchanges of experts between our two nations. Most recently, Count Nikolai Tolstoy was a guest of the Institute for a lecture series. In September and December, 1994 the deputy director and senior research scientist of TsAGI, the Central Hydrodynamic Institute - Russia's NASA, were guests of the Institute in touring American aerospace facilities and lecturing at universities. Now, the Institute is working with TsAGI on management training, marketing, and defense conversion. In 1994, the Institute participated with BCIU in President Eduard Shevardnaze's visit to the U.S.

The Institute engaged the Marriott School of Management at Brigham Young University to perform a complete facility survey and feasibility analysis for an international congress center and hotel complex for the Russian Academy of Public Service in the Office of the President of the Russian Federation. Also, a team has been assembled to work with the Academy on curriculum development. Utah-Russia is working with NASA, the U.S. Air Force Wright Laboratory, the U.S. Naval Research Laboratory, the University of Michigan, General Electric, and other U.S. entities on several scientific and technological projects.

In December, 1994, Utah-Russia hosted a conference of experts on Russia at Park City, Utah. With the cooperation of Senator Orrin Hatch, its recommendations on U.S.-Russian aid policies were presented to numerous Members of Congress and their aides in January, 1995. In April, 1995, the Heritage Foundation and Utah-Russia hosted a Washington Round Table with Senator Mitch McConnell. Over 200 representatives from corporations, foundations, government entities, etc. attended. In June, 1995, Utah-Russia hosted Dr. Yegor Gaidar to a special awards ceremony in Utah, as well as meetings with key businessmen and political leaders.

CO-CHANCELLORS, HONORARY
THE HONORABLE YEGOR I. GAIDAR, MEMBER OF THE STATE DUMA AND FORMER PRIME MINISTER OF THE RUSSIAN FEDERATION
THE HONORABLE MICHAEL O. LEAVITT, GOVERNOR OF THE STATE OF UTAH

CHIEF EXECUTIVE OFFICER
DR. KERRY D. ROMESBURG, PRESIDENT, UTAH VALLEY STATE COLLEGE

EXECUTIVE DIRECTORS
DR. ALEXANDER ALLODIEV - RUSSIA DR. R. E. "RUETZ" HULLIK - UTAH

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