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UNITED FOR STRENGTH & SERVICE

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FINAL PROGRAM REPORT

USAID Co-operative Agreement 121-0005-A-00-6187-00

Total Amount: \$10,857,560

Effective Dates: June 14, 1996 to December 31, 1999

GENERAL INFORMATION

1. **Project Name:** The Alliance for Collaboration on Enterprise Development
2. **Chief of Party:** Donald Shaughnessy, June 1996 through June 1997
Laura Hoover, July 1997 through September 1999
David Kerry, October through December 1999
3. **Other Key Project Management Staff:**

Alberta Ashbrook - ACDI/VOCA (Ukraine), Country Representative
Mark Freeman - ACDI/VOCA (Moldova), Country Representative
Patrick Perner - CDC, Country Director for Ukraine and Moldova
Victor Shmatalo - IESC, Country Director for Ukraine and Moldova
Vladislav Trigub - MBAEC, Country Director for Ukraine and Moldova

4. **Grantees/Subgrantees Involved:**

International Executive Service Corps (IESC) – Prime grantee
Agricultural Cooperative Development International/Volunteers in Overseas
Cooperative Assistance (ACDI/VOCA) – Sub-grantee
Citizens Democracy Corps (CDC) – Sub-grantee
MBA Enterprise Corps (MBAEC) – Sub-grantee

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Part 1 The Alliance Program in Ukraine and Moldova

1.1 Program Description

On June 14th, 1996 the United States Agency for International Development (USAID) and the International Executive Service Corps (IESC) entered into a **Cooperative Agreement** to provide a program of technical assistance to Ukraine and Moldova. The program was conceived and delivered in support of USAID strategic objectives that have the aim of assisting the transition of the economies of Ukraine and Moldova from a centrally planned to a market economy, while reducing the social and economic hardships associated with the reform process.

The program targeted support for economic development, through the provision of technical assistance in the development of small and medium enterprises (SMEs), business support organizations (BSOs) and non-government organizations (NGOs). The program also targeted the provision of technical assistance in support of other USAID programs being implemented by other contractors and grantees. Technical assistance was delivered through volunteer based business consulting and training projects, at enterprise level, transferring successful US business experience and principles of working in a market economy.

Pursuant to this award, IESC entered into sub-agreements with Citizens Democracy Corps (CDC), Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance (ACDI/VOCA), and MBA Enterprise Corps (MBAEC) thereby creating an Alliance of the four named private volunteer organizations so as to fulfill the proposal defined in Attachment 1 to the Cooperative Agreement, entitled "The Alliance for Collaboration on Enterprise Development in Ukraine and Moldova". The agreements united the strengths and service experience of the four US Private Volunteer Organizations (PVOs), with a combined total of approximately 30,000 American volunteers from which to recruit volunteers to serve the program's clients.

The program started in-country shortly after the signing of the Cooperative Agreement and ended in Ukraine on September 30th, 1999 and in Moldova on December 31st, 1999. During the three years and six months duration of the program, the four PVOs have worked successfully together as "The Alliance for Collaboration on Enterprise Development in Ukraine and Moldova" ("The Alliance") and have implemented the major technical assistance program now reported.

1.2 Scope of Work

The Alliance has generated impact and efficiencies in the delivery of volunteer technical assistance and other business development services in Ukraine and Moldova, while providing the following services:

- **Volunteer Technical Assistance:** provided by American volunteers, serving for periods from several weeks up to fifteen months, who transferred US business expertise and experience, with long-term impact on key people and organizations, essentially through solving each individual client's assessed problems;
- **Volunteer Support for Study Tours:** provided local support and US based volunteers when requested to help implement Study Tours organized under other USAID funded programs;
- **Training in-country:** provided by American volunteers, comprised seminars and workshops for multiple SME, BSO and NGO clients, including local training institutions. The volunteers assisted and strengthened existing training programs, cooperated with local trainers, and transferred US business expertise covering a wide variety of nationally important topics associated with the efficient management of SMEs, BSOs and NGOs operating in a market economy;
- **Market Development Services:** provided for SMEs, including US and EU market researches (ABLE projects – IESC and BusinessLink projects – CDC, Trade Leads – CoP office) that established opportunities and business linkages necessary for both importing Ukraine products and technologies to the US and EU and exporting US products to Ukraine and Moldova. Services of US based volunteers were provided to help clients realize their export opportunities. Local business development projects were provided in the agbusiness sector (Food festivals and fairs – ACIDI/VOCA)
- **Identification of Sources and Preparation of Clients for Financing:** The Alliance Chief of Party office staff, supported by an MBAEC volunteer, researched, compiled and distributed a booklet “Guide to Sources of Financing” to approximately 200 organizations. Volunteers helped clients to strengthen business proposals and to understand what the essential requirements are for attracting finance from various types of sources. Volunteers and Alliance staff matched selected clients to sources of financing, and assisted in the negotiation processes.
- **Information and outreach for the US Assistance Program:** Alliance staff compiled and distributed information about other US sponsored activities, developed various opportunities for cooperation between programs, and directed Alliance clients to the benefits provided by other programs.

1.2 Method of Program Implementation

Several main objectives, aimed at maximizing the Alliance's program impact and realizing economies of scale, were identified in the Cooperative Agreement and these subsequently formed the basis of the program:

- i) Key program functions were adopted for **Governance and Management of the Alliance:**

- A US based Alliance Executive Committee, comprising one senior director from each of the four partners, managed inter-partner relationships, approved implementation strategies and directed new program developments.
- An expatriate Chief of Party (CoP) assumed responsibility for overall implementation of the program and reporting it to USAID. The CoP also coordinated all activities and communication between the Alliance Executive Committee, the partners' in-country representations and the USAID mission.
- Directors of each partner's in-country representation provided local strategic development and implementation of the partner's projects and managed its local staff.

ii) **Roles and Responsibilities of the Alliance Partners** were successfully developed to reduce the administrative structures for the Alliance, avoid possible conflicts in delivering the program and maximize cooperation between each partner's in-country representation.

IESC: was identified as the leader of the Alliance, the chair of the Alliance Executive Committee, and has served as the prime grantee on the Cooperative Agreement.

The Alliance Executive Committee, at the outset of the program, reached fundamental agreements on inter-partner relationships that have been the basis for implementation of the program, i.e.:

- On the sharing and distribution of the program grant to each partner;
- On program activities and locations of representation offices - which were decided on a "no conflict" basis;
- On the functions, budget and staffing for the office of the Chief of Party, jointly funded by all the partners.
- All partners were made free to develop their individual programs, within the broad program objectives established in the Cooperative Agreement. Subsequently each partner's Country Director was made responsible for the partner's in-country program, and functionally reported to higher management at the partner's head office.
- All partners were made free to bid and implement additional programs either independently, or with other partners;

The Alliance created, staffed, trained and equipped in-country representation offices in the following cities: -

ACDI/VOCA - Kyiv and Lviv

CDC - Odesa and Sevastopol

IESC - Lviv, Kyiv, Kharkiv and Dnipropetrovsk

MBAEC - Kyiv

Chief of Party Office - Kyiv

Individual, region specific, programs were then developed and implemented by the partner's representation offices, within established Alliance program guidelines. Each partner established financial control over its own scope of activity, keeping expenditures within its share of available funding. Regional representation offices had responsibility for client selection and needs evaluation, for preparing project documentation and

reports, liaison with its headquarters and clients during volunteer recruitment, in-country volunteer orientation and providing them with logistical and organizational support.

The focus of IESC's technical assistance input to the program has been on delivering in-company, medium-term volunteer projects (21 to 90 days duration), improving access to capital markets, and US based business development services. Technical assistance projects were developed by IESC's local staff, using USAID approved criteria for client selection. Projects focussed on addressing client's specific business development problems, by providing the consulting services of volunteers having extensive, successful US business experience in the same business sector and the specialty to help solve their client's problems.

ACDI/VOCA: has been responsible for implementing the agbusiness component of the program. It has been engaged in short and medium-term volunteer assignments and has used both US volunteers and local consultants in special training and technical transfer projects, covering all aspects of the agbusiness development program.

Along with IESC, ACDI/VOCA was already established with a USAID funded assistance program in Ukraine and Moldova prior the formation of the Alliance, which allowed for a quick start-up on implementation of the Alliance's program objectives.

Specifically, ACDI/VOCA provided short- and medium-termed volunteer assignments, special training and business development services. All aspects of the agbusiness program were designed to strengthen Ukrainian small and medium sized private businesses, with a major focus on providing services to food processing companies.

One very successful Alliance program in which ACDI/VOCA played an integral role was the East-to-East study tours conducted under this cooperative agreement. By establishing contacts and tours for Ukrainian businesses with similar business in Poland, Hungary and other Eastern European, the Alliance helped to foster business transactions which will substantially benefit the regional economy.

The Alliance first became involved in cross-border cooperation with Poland in 1998 with ACDI/VOCA East-to-East study tours for private Ukrainian food processors. Participants in the East-to-East program gain technical knowledge, make valuable business contacts, and typically purchase small amounts of inputs not available in Ukraine. For example, ACDI/VOCA sponsored two such trips to Poland for 6 dairy processors and 6 fruit and vegetable processors. As a result of the dairy study tour, the Ukrainian processors learned new recipes for yogurt and cheese production and found a high-quality, low-cost supplier of yogurt and cultures to replace lower-quality, higher-priced inputs from a previous supplier in Russia.

CDC: started its operations in Ukraine and Moldova for the first time under the Alliance program and brought its services primarily to the south of Ukraine. Local representation offices were established in Odesa and Sevastopol regions. .

CDC's program activity was designed and located to strengthen Ukrainian small and medium sized businesses in the south of Ukraine, through technical assistance by developing and recruiting volunteer consulting assistance projects. CDC throughout this program has focused on giving Ukrainian small and medium businesses short-term, high-value assistance that is both cost effective and oriented towards results. Its programs have been based on a needs assessment of its clients, and bringing them the technical assistance related to solving those specific needs which included assistance in marketing, management, finance, manufacturing, personnel training, company structure and strategy.

MBAEC: also new to Ukraine and Moldova at the time of formation of the Alliance, brought a unique resource to the Alliance program that fully complemented the other three partners. MBAEC has provided young, highly qualified, long-term volunteers to SMEs, BSOs and NGOs, bringing clients the benefits of their wide ranging business skills, through projects of normally 12 to 15 months duration. Working closely with in-country staff and the short-term volunteers from the other organizations, the MBA volunteers have provided important long-term continuity in assisting their clients to implement business development recommendations.

MBA volunteers assisted SMEs mainly through BSOs or lending/consulting enterprises. They contributed directly to "sustainability" of business services by training and being an example for co-workers and were able to reach many more clients than those assigned solely to one enterprise for their tour. Some of those assigned to consulting firms were, even so, detailed specifically to selected clients for extended periods; thus, the reports of the volunteers often are specific to one of their clients.

Contributions to the Ukraine private sector by MBAEC volunteers have ranged from measurable results in new sales and customer connections, to reorganization of the host enterprises, new marketing programs, improved quality control, development of export markets, and—most importantly—to changes in managerial mind-sets re-oriented to operation in competitive markets.

As envisaged in the proposal, program reports were delivered to the office of the Chief of Party (CoP office) and through that office to USAID. The CoP became the administrative head and representative of the program. As the program developed, the functions of the CoP office were further enhanced and it was recognized that additional administration staff was necessary. The CoP office then became the main avenue for dissemination of information and developing cooperation with other USAID funded programs. It took on the responsibility for creating Alliance marketing materials and stationary, for establishing liaison with other volunteer programs in Europe and the NIS, and for projecting a unified image for the program. Furthermore, later in the program, the need for rapid collecting and dissemination of information about past, current and upcoming project activity became evident. It became essential to add staff to create and maintain a program database at the CoP office.

Both the CoP and USAID provided an overall monitoring and management of the program to ensure compliance with the Cooperative Agreement and USAID's strategic

objectives. Initially USAID's mission in Kyiv was involved in monitoring the program at client level, each proposed project for a client was submitted to USAID for approval prior to acceptance and activity by the partners. Later this requirement was dropped in favor of establishing pre-set criteria for the clients and projects that the representation offices would abide by, thereby avoiding lost time working on unacceptable projects. USAID approved any new program developments introduced by the Alliance and introduced any new requirements that it had of the program.

Each partner's US headquarters provided overall financial and organizational management of its in-country program and representation office(s), recruiting of volunteers and logistical support for them on departure and return travel, including air tickets on US carriers, visas and medical insurance.

Regular meetings of the partner's Country Directors and other key local staff were organized by the Chief of Party, to disseminate information, stimulate cooperation within the program, share program experiences and develop plans for further improvement. The CoP office also organized staff training programs carried out by in-country volunteers.

The Alliance partners have maintained this management and implementation scheme throughout the program. In so doing they have realized the envisaged key program management objectives, i.e., uniting under one cost-effective in-country structure, cooperating together on the program implementation and streamlining communication with the USAID mission.

By combining the strengths of the four PVO organizations into one functional entity, the Alliance has been able to facilitate the coordination of their resources. The Alliance has provided a unique and diverse resource for organizations from many business sectors in need of in-company, sector and problem specific, volunteer based technical assistance, and more generalized business training.

1.3 Main Features of the Program in Ukraine

The Alliance program in Ukraine saw all four of the partner organizations making strong contributions to the development of the private business sector in support of USAID's objectives. The Alliance provided assistance to organizations in various sectors of the economy, focussed mainly on small to medium-sized private businesses, but also assisted business support organizations, other USAID contractors, and non-governmental organizations. The Alliance partner organizations were consistently able to develop high-quality projects, producing substantial benefits for the client companies.

The Alliance's work in Ukraine was consistent with USAID Kyiv mission's core business development strategies, and was based on three key objectives:

1) To help businesses acquire skills, tools, and services necessary to prosper.

In satisfying this objective the Alliance:

- Provided 600 technical assistance projects by US volunteers on behalf of SMEs BSOs, and NGOs, many of which, e.g. projects with BSOs and NGOs and training seminars provided secondary level benefits to many more companies. Although it was never an Alliance task to monitor all companies benefiting at the secondary level, a conservative estimate is that approx. 1000 organizations have benefited from Alliance projects during the three years of the program. The sustainability element of the type of services provided will ensure that this number continues to grow.
- Conducted Business Link Missions, enabling Ukrainian clients to see first-hand the operation of similar businesses in the United States.
- Conducted an East to East Study Tour Program introducing Ukrainian companies to models of business and potential business partners. Meat processors visited the Fifth Annual Bulgarian Meat Association Trade Show, milk processors visited Poland; fruit and vegetable processors traveled to Hungary for the Annual Meeting of the Hungarian Fruit and Vegetable Processing Association. Fruit and vegetable processors also visited Poland (Note: the tours were led by ACDI/VOCA employees and each group participated in local company visits).
- Involved approximately 5000 company representatives in local technical training seminars and other events for business development. For example, they participated in local trade fairs and food festivals that introduced potential business clients and promoted cooperation opportunities. Training seminars introduced US experience in business management skills, best world practices and helped distribute appropriate process technologies, including locally developed technologies in food processing.
- Supported entrepreneurs in small cities and towns in Ukraine through Eurasia Foundation's "Small Business in Small Towns" program. Alliance volunteers assisted clients with preparing proposals for the program, which awarded grants of \$10,000 to small, private Ukrainian businesses.
- Created and distributed the Alliance's electronic trade leads bulletin promoting trade linkages between Ukrainian, Moldovan, Bulgarian, Croatian, Polish and Russian companies. The bulletin was circulated monthly to more than 60 organizations directly by e-mail, and via those recipients reached at least a further 50 organizations not having e-mail.
- Worked with Firma 2000 in Poland to develop strategies and programs in support of the goals of the Poland - America - Ukraine Cooperation Initiative (PAUCI);
- Worked with Firm Level Assistance Group (FLAG) in Bulgaria, shared ideas for program development and developed a framework for cooperation between the Alliance and the FLAG programs in both Bulgaria and Croatia on client assistance programs;

2) To help local governments create an open and competitive marketplace for private business.

The Alliance:

- Provided support for PAUCI: the Alliance delivered a series of seminars to promote increased commercial, cultural, and political ties between the countries. By linking 10 Ukrainian and 4 Polish trainers, these seminars laid the groundwork for future

collaboration in developing local consulting capacity through cross-border cooperation.

- Hosted approximately 80 private farmers and government officials from Moldova at the seminar “The Role of Government in Supporting Agriculture” to discuss topics such as agricultural credit, agricultural marketing, extension services and cooperative development;
- Participated in the Kharkiv Initiative, taking a major role and cooperating with USAID contractor Newbiznet, helping develop local programs supported by both the US government and the local city government. For example, the Marketing Assistance Program, in which city government officials took a significant role in determining the scope of the program and in its management. Participation of the local government has provided an opportunity for it to recognize the benefits of the program and gain a clear insight into what its future role could be in supporting local business development.
- Completed a listening project in the village of Gritsev as part of a rural development initiative for the region; assisted the village in developing a proposal to the Eurasia Foundation for a follow-up mini-grants program;
- Participated in regional meetings organized by Ukraine’s State Committee for Entrepreneurship Development in Odesa, Sevastopol and Dnipropetrovsk

3) To sustain progress toward these two objectives after USAID assistance ends:

- All Alliance activities were geared towards developing the skills and abilities of our clients in order to ensure a sustainable future for their operations.
- The Alliance provided technical services and training for the members of indigenous consulting firms and the Alliance’s own Ukrainian staff, using Alliance volunteers to train a nucleus of Ukrainian consultants, business managers and teachers.
- Alliance volunteers created business training materials, funding opportunities and delivered training seminars assisting some of Ukraine’s best business education establishments.

1.5 Main Features of the Program in Moldova

The Alliance program in Moldova was strongly committed to supporting projects implemented by USAID contractors, in response to the recommendation of the local USAID mission. IESC and VOCA were the primary sources of technical assistance for the program in Moldova and they were able to successfully complete over 50% of their projects with donor-funded organizations and contractors. Specifically, the Alliance placed volunteers with 7 different USAID-funded programs, including: Booz Allen & Hamilton, the Moldovan Accounting and Reform Project, NewBizNet, and the Center for Private Business Reform.

There were many advantages to having the Alliance partners focus a high percentage of their activity on USAID contractors, and these included:

- Clear and well defined scopes of work,
- Their programs were complimentary to the Alliance’s objectives

- Cooperation with clients was usually close and well organized.
- Clients were well prepared for assistance projects, allowing for the maximum utilization of the volunteer's time and efforts while in-country.
- Often the volunteer was able to begin their consultation long before their arrival in country, minimizing the time needed to adjust to the client operations.

While these advantages allowed for the Alliance to improve its efficiency when dealing with a USAID contractor, it was also noted by some of the program staff that there were some disadvantages as well, specifically dealing with evaluating the success of the project. Often, an Alliance project with a USAID contractor was involved in only a small part, or area, of a bigger program of assistance. This made it difficult for volunteers to assess what type of impact they were having on the project, as well as for partner organizations in assessing the success of a project. Contractors work mainly at nationwide programs, often extending over several years, and the impact of a short-term project may be visible only as a small contribution to this larger piece of work.

The Alliance did generate many opportunities for projects exuding a more substantial impact level as the balance of IESC's and VOCA's projects were conducted under a scope of work which aimed to support small and medium-sized enterprises (SMEs), business support organizations, and trade and professional organizations. These projects allowed for greater control on the Volunteer's part, more immediate indications of success and results, and increased oversight by Alliance staff members. However, SMEs may be negatively effected by a wide range of circumstances, such as financial problems, job turnover, and lack of pre-project preparation on the client's behalf, and in some cases these problems limited the overall success of their projects.

One of the key sectors where the Alliance program was very active was in the support for Moldovan accounting and tax reform. IESC successfully completed a series of projects with the Barents Group, in which two Volunteers reviewed the newly developed Tax Code for Moldova and provided assistance to the various private and governmental organizations required to deal with its implementation. The Moldovan Accounting and Reform Project received assistance from both IESC and VOCA in training accounting practitioners in the new Western accounting standards which were approved for implementation by Parliament and which became effective on January 1, 1998. Notable areas where assistance was provided by VOCA and IESC volunteers were:

- Assisting in the Development of new national accounting standards based on IAS, working together with local professors and practitioners.
- Developing new educational procedures at the University level through seminars conducted for the Professors of Accounting. This included lectures and seminars as well for local accountants and members of the general public.
- Assisting in the establishment and development of the professional association of accountant and auditors in Moldova, which saw their membership rise from 300 up to 1000 people.

Another program where the Alliance played a very active part was one conducted by the Center for Private Business Reform, which was aimed at building the capacity of Moldovan consulting companies. The USAID contractor, the East West Management Institute, provided various types of training for a number of consulting companies. The trainees were organized in teams to work on specific problems at different Moldovan enterprises, which were outside the frames of the project. These included Air Moldova, Vitanta Brewery, MoldAudit, and Business Center of Moldova. Alliance volunteers acted as team leaders, providing expertise and hands-on training for the consultants operating in a real business environment. Volunteers from IESC, VOCA, and CDC all participated in this program.

Throughout the length of the cooperative agreement, VOCA's assistance to USAID contractors was in support of land privatization activities and accounting reform programs in Moldova. Beginning in 1998, VOCA expanded the scope of its Alliance program and became more actively involved in the post-privatization process through association development and in working with newly privatized agribusinesses. VOCA continued to work with USAID contractors, but expanded the client base to include local NGOs and enterprises.

IESC's volunteers participated in a wide variety of projects over the course of this cooperative agreement, although a high percentage of these volunteers were participating in programs conducted by USAID contractors at the micro-economic level. These types of programs focused on creating a business friendly environment at the national level, providing more opportunities in the future for private business development. Through work with USAID contractors, IESC had an opportunity to work with many business associations, especially the Professional Accountants and Auditors Association, and the Banking Association of Moldova.

Tax reform and accounting reform were two of the largest focuses for IESC in Moldova. At the beginning of the Alliance, IESC assisted the Barents Group with reviewing the national Tax Code, while the Moldovan Accounting and Reform Project accounted for nine projects with IESC volunteers. The training and recommendations provided by IESC Volunteers was instrumental in the MARP program, and has helped to bring the Moldovan national accounting system of today up to a level compatible with Western standards and systems.

Many Moldovan clients received technical assistance projects from more than one of the Alliance's partner organizations, one good example being the Competitiveness and Productivity Center. While also receiving assistance from VOCA, an IESC Volunteer provided training in Total Quality Management to the consultants of CPC as part of IESC's "train-the-trainers" focus. The Volunteer later assisted them with implementing these procedures at specific manufacturing companies.

Part 2 Summary of Program Deliverables and Results

2.1 Alliance Summary:

Note - breakdowns of the following Alliance deliverables and results are provided in parts 2.2 and 2.3 for both Ukraine and Moldova respectively. Part 7 also identifies the specific clients and volunteers for more than 550 completed projects.

Deliverables

- The Alliance has successfully delivered 733 technical assistance projects under the program - a significant improvement on the 540 projects that were originally established as its target in the Cooperative Agreement.
- Ukraine received approximately 90% of the total projects and Moldova 10%
- The Alliance arranged and conducted 14 East to East Study Tours, with a total of 80 participants.
- The Alliance assisted 10 Business Associations through the process of initial formation and development of their services. In addition 3 groups of clients receiving other forms of technical assistance also received advice and are in the process of forming associations
- The Alliance compiled and distributed a booklet "Guide to Sources of Financing" to approximately 200 organizations.
- Late in 1998 The Alliance introduced a Gender Strategy to the program. Since that time there has been more emphasis placed on developing opportunities to provide technical assistance to women owned companies and to train their staff, moreover on recording whether a client is owned/managed by women or men. Approximately 12% of the total projects completed in 1999 have been provided to women owned companies.

Results

- Project results provided by clients evaluated between 6 and 12 months after technical assistance (evaluation covered approximately 70% of all clients served):

Major contributions to USAID SO1.3: Private Sector Development

Increase in employment and number of jobs saved/sustained - 22,126

Investments and capital committed - \$732,650

Increase in turn-over reported - \$16,530,000

Participants in Alliance seminars and business development programs - approx. 5000, including:

Management functions trained/improved - 3,880

- Technical assistance has been focussed, in order of priority on:
 - the development of small and medium-sized enterprises (SMEs),
 - business support organizations (BSOs)
 - non-governmental organizations (NGOs)
 - other USAID contractors and grantees
- SMEs, BSOs and NGOs have received approximately 89% of the Alliance's total projects, while the balance has been provided to other USAID contractors and grantees, devoted to strengthening the impact of their programs.
- All client's fulfilled a USAID approved list of qualification criteria.
- Technical assistance has concentrated on organizations established in the cities and oblasts served by The Alliance's local representation offices - in Ukraine: Kyiv, Kharkiv, Dnipropetrovsk, Lviv, Odesa and Sevastopol - in Moldova: Chisinau

2.2 Deliverables and Results - Ukraine

Deliverables Table - Ukraine Summary

Partner	Project Type	Total Count
ACDI/VOCA	Regular	95
	Piggyback	32
CDC	Primary	160
	Secondary	16
	Piggyback	63
	Business Linkage Mission	1
	Business Linkage Report	1
IESC	Regular	231
	Piggyback	25
	Long Term	2
	USVE	10
	ABLE	3
MBAEC	Long Term	24
Ukraine Total		663

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Ukraine Results Summary:

Specific accomplishments relating to USAID SO1.3 Private Sector Development provided by each of the Alliance partners:

IESC routinely conducts impact surveys one year after the completion of a technical assistance project. During the course of the Alliance program, clients reported the following results:

Financial Impacts

<u>Impact Category</u>	<u>Impact Amount</u>
Total Sales Increased	\$4,115,700
Distribution Agreements	\$2,637,000
Capital Investments	\$542,000
New Technology Installed	\$390,000
New Financing Received	\$188,000

In terms of human capital build-up, clients reported these additional results:

Client Base/Membership growth	1,618
Jobs Generated	1,061 (430 female, 631 male)
Jobs Saved	1,527
Participants Trained	999
New Products/Services	214

The above results are a result of IESC's monitoring and evaluations department, which surveys clients one year after the completion of their project. As a result, these numbers reflect only those projects that were completed before 1999.

CDC utilizes a 6-12 month follow-up program with clients, designed to measure internal company performance, and also to serve as a mechanism for client contact. In practice however, some clients are contacted quarterly. The data collected is actual, based on information given to us by the management of each company or institution.

A. Ukrainian companies experiencing financial improvement due to CDC volunteer assistance:

	# of Companies	Amount in USD
1. Sales Increase	95	\$ 11,776,063
2. Decrease in Company Costs	14	\$194,000
3. Purchase of Product from US Companies	6	\$2,285,200
TOTAL	115	\$14,255,263

B. Ukrainian companies positively impacted through our volunteer assistance, resulting in people being directly consulted, businesses have been sustained or jobs have been sustained:

1. Number of Businesses Sustained	155
2. Number of Jobs Sustained	19,538
3. Number of People Consulted	2,827
TOTAL	22,520

C. Ukrainian companies which received assistance in developing (growing) their customer base or in attending a business linkage mission to the United States:

	# of Companies	# of Persons Included
1. Business Linkage Missions	1	2
2. Customer Base Increase	87	255,692
TOTAL	88	255,694

MBAEC project evaluations made with local managers included, for example, the following results for the final year Corps Group 1998-99:

- US\$190,650 loans and grants approved for client enterprises
- Ten employees of host companies received direct on-job training
- Over 20 management functions were improved
- 16 training courses and presentations were developed and delivered to more than 50 participants
- Over 30 SMEs were provided business consulting services
- Eleven local staff of Alliance members were trained in business planning, budget development and finance management as part of their sustainability effort

ACDI/VOCA evaluations of projects in the agbusiness sector resulted in a large number of anecdotal client success stories, reported to USAID throughout the program. Individual projects made major contributions to improving client's businesses, however, evaluations did not include substantiation of results in respect of turn-over or improvement in employment figures. Evaluation results include:

- Over 2000 participants in business development activities including field days, food festivals and business seminars
- 14 East to East study tours, to Hungary, Poland and Moldova for 80 participants
- 6 business associations assisted, 3 associations in process of being formed
- An average of 50% of clients introduced new products and processing technologies

2.3 *Deliverables and Results - Moldova*

Deliverables Table - Moldova Summary

Partner	Project Type	Total Count
ACDI/VOCA	Regular	26
	Piggyback	4
CDC	Regular	3
IESC	Regular	33
	Piggyback	1
	ABLE	2
MBAEC	Long Term	1
Moldova Total		70

Moldova Results Summary:

Specific accomplishments relating to USAID Strategic Objectives include:

USAID SO1.1: Privatization

- Support to the USAID-funded Pilot project to Develop Land and Real Estate Markets (Booze Allen & Hamilton, Inc.) whereby Alliance volunteers trained private Moldovan real estate professionals and government surveyors from the Ministry of Privatization in conducting surveys and demarcating land plots for registration.

USAID SO1.2: Fiscal Reform

- Support for Moldovan tax reform through assistance to Barents Group LLC, whereby Alliance Volunteers taught tax code and accounting classes to approximately 100 employees of the Ministry of Privatization, the Ministry of Finance, and the State tax Administration, as well as to Peace Corps Volunteers.

USAID SO1.3: Private Sector Development

- 70 volunteer assignments generated on behalf of SMEs, BSOs, and NGOs.
- Reported increases in sales from clients that contributed figures (approximately 50% of total clients served) reached \$640,000 one year after the volunteer's services
- At least 30, market driven, new products or services introduced

- Assistance with building local consulting capacity in Moldova through a train-the-trainer program for 25 consultants at the Competitiveness and Productivity Center.
- Assistance to the East West Management Institute and the Center for Private Business Reform with developing the commercial viability of privatized Moldovan enterprises, though on-site mentoring and a business consulting training program in managerial and cost accounting, financial analysis, marketing, and operational management for 90 enterprise restructuring consultants.
- More than 50 persons received job training
- Assistance in organizing the first meeting between 80 private farmers and Moldovan government officials to discuss the development of an agricultural extension service, improved access to credit, and association development.
- Support for Moldovan accounting reform through technical assistance to the Association of Professional Accountants and Auditors and a train-the-trainer program, whereby Alliance volunteers taught international accounting practices to 50 accounting professors and over 200 accountants, auditors, and other professionals.
- Assistance in development of the professional association of accountant and auditors in Moldova, which saw their membership rise from 300 up to 1000 people.
- Instrumental in helping the Cooprodcomert cannery to conclude a \$300,000 contract with a German buyer and join a consortium of 9 other co-operatives in applying for a long-term \$35 million loan for re-investment in each firm.

Additional Agbusiness results information:

Type of Host	# of hosts	# of projects	Efficiency increased	Financial Performance Increased	Membership Increased	New Services	Democratic policies	Innovative practices
Associations	4	8	1		3	1	3	2
Support Organizations	1	3	1					1
Agricultural Enterprises	5	7	2	1				3
USAID Contractors	4	7	2				1	3
Credit Institutions	2	4	1	1		1	1	2
Miscellaneous	1	1						1
Totals	17	30	7	2	3	2	5	12



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The "Moldovan Accounting Reform Program" (MARP)

The "Moldovan Accounting Reform Program" (MARP) was established in March 1998 to train Moldovan accounting practitioners in new Western accounting standards approved by Parliament and instituted on January 1, 1998. MARP intensively trained approximately 50 accounting professors at the Academy of Economic Studies in the summer of 1998 and is developing a new accounting curriculum.

Alliance volunteer Gerald Jennison helped team-teach international accounting practices to approximately 44 accounting professors over a 6-week period during the summer of 1998. After participating in the course, the professors began to teach basic Western practices to their students. Then, in October 1998 Alliance volunteer Charles Benson gave six 2-day seminars and two 1-day seminars over the course of 6 weeks to 155 accountants, auditors, and other professionals in regions throughout Moldova.

As a result of this assistance, the professors have adopted the curriculum and concepts developed by East-West Management Institute as taught by the volunteers. They have also adopted the Western teaching methods used by the volunteers. Both assignments are good examples of "train-the-trainer" projects and contributed to the increased soundness of fiscal policies and fiscal management practices in Moldova.

~ ACDI/VOCA Moldova



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"Small Business in Small Towns"

The Eurasia Foundation's "Small Business in Small Towns" program was developed to foster conditions for support of entrepreneurship in smaller cities and towns in Ukraine. The program provides entrepreneurs with necessary educational tools, information and consulting services while benefiting from the existing infrastructure of regional business centers and organizations.

The main oblasts selected for the program are L'viv, Rivne, Donetsk, Kharkiv and Dnipropetrovsk. In each oblast, grants were given to one regional business support center (in the oblast center) and five organizations which engage in activities that stimulate small business development in towns with up to 150,000 inhabitants.

In Kharkiv, IESC Volunteers Lawrence DeMark and Jack Getman and MBAEC Volunteer Patrick Dodd assisted several Alliance clients with preparing proposals to Eurasia Foundation for the program. Competition was fierce in Kharkiv, with more than 30 applicants for six awards. With Alliance assistance, clients Kegychovka - XXI Century and Zmiyov Business and Cultural Center have both been awarded a grant of \$10,000 with potential for an additional \$20,000 next year.

Upon notification of this award, Vladimir Ripka, Director of Kegychovka - XXI Century, remarked that the center was "keenly aware" that receiving this award was "a direct result of the help we received from the [Alliance] and particularly from [Mr. Demark's] advice and attentiveness." Irina Shikhmat, Director of the Zmiyov Business and Cultural Center, added that at the time the proposal was being written, she was in the hospital and greatly appreciated that the Alliance volunteers "came regularly to Zmiyov and worked with [her] in the hospital."

The Alliance office in Kharkiv has made a commitment to assist the five Kharkiv awardees after the grants have been awarded by providing consulting services and conducting monthly seminars for these business centers on an on-going basis.

An Alliance client in Dnipropetrovsk Oblast, Strategy Institute for Entrepreneurship has also received a grant under this program. Although the Alliance was not directly involved in the Institute's proposal, IESC volunteer Kenneth Copp, Jr. worked with the Institute in Spring 1997 to review the goals of the then newly-created Business Support Center and its proposed working structure as well as to lay out a schedule for the Center's development.

~ IESC and MBAEC Ukraine



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Odesa - U.S. Business Linkage Mission

The Alliance organized a pilot Ukrainian Business Linkage Mission, held from March 25th through April 12th, for Alliance client Interterminal, a privately-held shipping and cargo storage company located at the Odesa port. Working together, the Alliance staff and volunteers Joe Babinski and Peter Lee arranged for two managers of Interterminal to travel to Baltimore, Boston and New York, at their own expense. Interterminal General Director, Sergey Kryzhanovsky and Financial Director, Elena Yurdanova visited and viewed operations of cargo shipping companies in the United States.

Volunteer Peter Lee provided on-the-ground support in Odesa arranging logistics, while volunteer Joe Babinski served as a "Stateside Support Specialist," working directly with Linkage Manager Paul Norton. Mr. Babinski, an expert in Port and Cargo Shipping Management, is no stranger to Interterminal as he completed his first the Alliance volunteer assignment in Ukraine with the company sometime ago, developing a strategic operations plan.

Through this teamwork, the Alliance was able to arrange for Interterminal to meet and work with representatives of the Port Authority of Baltimore, the Tri-State Port Authority, New York, Pennsylvania and New Jersey, and the Port of Boston. Upon returning to Odesa following this pilot Linkage Mission, Interterminal's Elena Yurdanova commented, "the Mission the Alliance organized in our behalf was excellent; it was incredibly valuable for us to meet and make contact with these people in our industry."

Interterminal and the Alliance are already planning a second Mission for a group of 15 from the Odesa Port Authority this autumn to visit and view the ports of Baltimore, Boston and New York.

~ CDC Ukraine



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Storm Ice Cream Company

Storm Ice Cream Company of Vinnitsia, Ukraine, is one of the first small-scale ice cream production operations in the region. Started in 1995 by entrepreneur Valery Shvabskiy as a regional distributor of imported ice cream from Poland, Storm made the decision to begin its own ice cream production in 1997.

At first Storm concentrated on producing vanilla- and chocolate-flavored ice cream. Although Storm was able to sell these products, customers complained about their lack of flavor and softness. When Mr. Shvabskiy became aware of the Alliance program, he requested ACDI/VOCA to provide technical assistance in order to improve the quality of Storm's ice cream and to develop new products.

In January 1999, ACDI/VOCA volunteer Delbert McDaniel worked closely with Storm on the technological aspects of ice cream production and on marketing strategies. Upon completing his assignment, Mr. McDaniel felt Storm had a lot of potential, commenting that Storm's employees are "very anxious to learn and are very willing to try new items and processes."

On a follow-up visit, ACDI/VOCA learned that, based on the volunteer's recommendations, Storm had developed blue prints for an industrial freezer and a packaging equipment line. Recently, locally manufactured equipment was put into operation.

Following Mr. McDaniel's advice, Storm changed the stabilizer used in its ice cream, giving the product a smoother, more uniform body and texture while doubling its shelf life. Storm also replaced butter with palm oil to improve the ice cream's richness and taste. Due to the volunteer's introduction of new flavors and formulas, Storm now successfully produces cherry, strawberry and pistachio ice cream as well as a packaged ice cream cone product, all of which have been well-received in the market.

Today, Storm works near maximum capacity, with plans to expand yet again. Mr. Shvabskiy reports that his products have become so popular, that consumers now prefer them to the Polish brands previously distributed by Storm.

~ ACDI/VOCA Ukraine



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Falvest Farm, Ltd.

Last summer volunteer John Mahan assisted medical products distributor Falvest Farm Ltd., of Dnipropetrovsk, to develop a strategy to increase profitability. The company wanted the assistance of an Alliance volunteer in order to improve practices and establish progressive business alliances.

Within the framework of this project the volunteer helped convert the company's financial statements to GAAP standards to help the managers and accountants fully understand balance sheets, profit and loss statements, expense details and cash flow implications of the business. Together with the company's accountants, the volunteer developed formats for financial statements and key financial indicators in order to monitor changes in financial performance and standardize a monthly report outlining sales and collections.

The volunteer wrote a report outlining an ambitious list of suggestions to transform methods of accounting, track business performance, and restructure the organization. Falvest Farm succeeded in implementing virtually all of the volunteer's suggestions in a matter of a few months. As a result of company restructuring, Falvest Farm reported a significant reduction of annual expenses. The company contracted its products and suppliers, enabling them to substantially increase the focus on sales in order to sell the most popular products from the best suppliers to the best customers.

Four months after the completion of the project the company had created 40 new jobs and increased its profits by expanding its network of dealers and distributors outside the Dnipropetrovsk region. In addition, personnel restructuring led to a dramatic 55% reduction in outstanding receivables and to a 30% reduction in inventory. Subsequently, payments due to suppliers and loans to the bank declined by 27% and 29%, respectively.

IESC is currently in the process of recruiting a second volunteer to assist Falvest Farm to improve its sales department operations and to develop a training system for its sales managers.

~ IESC Ukraine



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Private Farmers, Government Officials Meet in Moldova

In October 1998, the Alliance, in collaboration with the Moldovan Farmers' Federation, the U.S. Information Service, the Citizens Network for Foreign Affairs, the East-West Management Institute and the Institute for Management and Advanced Training in Agribusiness, organized a forum for discussions between private farmers and government officials.

The Alliance recruited two volunteers who traveled to Moldova to explain the role of the U.S. Government in supporting the development of agriculture in the U.S., with a specific focus on extension services and agricultural marketing. This forum gathered 70 private farmers, government representatives and farming association leaders together for the first time to discuss developing a Moldovan extension service, improving access to credit, marketing products and creating cooperatives and farmers' associations. The three-day seminar was attended by the U.S. Ambassador to Moldova, the Vice-Minister of Agriculture, the Minister of Finance, the Minister of Economic Reforms and the President of the National Farmers' Federation.

This forum achieved the following results:

- Facilitation of the Moldovan Government's understanding of the problems faced by private farmers and the role of government in promoting and sustaining private agriculture;
- Joint development of recommendations on the agricultural issues discussed at the seminar, such as the establishment of extension services;
- Creation of a voluntary working group composed of government officials and farmers to analyze the recommendations developed at the seminar; and
- Initiation of an action plan based on recommendations made at the seminar to be presented to the authorities of the Ministry of Agriculture and to be published in a special brochure.

By increasing Moldova's capacity to implement reforms in the agricultural sector and to deal with the social hardships accompanying its difficult economic transition, this event also had an important macro-level impact.

~ *ACDI/VOCA Moldova*



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Poland-Ukraine Seminar Series

In October 1998 the governments of the Republic of Poland, Ukraine and the United States of America signed a Cooperation Initiative to promote increased trilateral commercial, cultural, and political ties. This Initiative provides the framework for extensive consulting and business development assistance, an increased exchange of business information services, and expanded business linkages.

Immediately following the signing of this Initiative, the Alliance presented a "kick-off" event for the Initiative, a series of two-day seminars in L'viv, Odesa and Rivne, Ukraine, highlighting marketing to and developing business ties with Poland. These seminars were presented jointly by Polish and Ukrainian consultants.

The first day of the seminar was devoted to the nuts and bolts of doing business with Poland, including specific issues related to customs procedures and legal considerations. The second day focused on general marketing concepts as well as on specific issues related to Polish and European Union markets.

In addition to the seminars, a mini-trade mission was held in L'viv. A group of seven Polish business people, representing small and medium-sized enterprises (SMEs) interested in collaboration with Ukraine, were brought to L'viv to establish tangible business contacts with their Ukrainian counterparts.

In summary, this Poland-Ukraine Cooperation Initiative event

- ◆ Educated **60** Ukrainian business people plus **9** local Ukrainian officials in three oblast centers.
- ◆ Linked **11** Polish businessmen with their Ukrainian counterparts.
- ◆ Established a database of approximately **75** Ukrainian companies interested in working with Polish companies; this database will be distributed to **30** Polish business support organizations and to Polish companies interested in collaborating with Ukrainian firms.
- ◆ Linked **10** Ukrainian and **4** Polish consultants.
- ◆ Generated **27** Ukrainian business proposals that were submitted to the Polish consulting team.
- ◆ Resulted in **24** print articles, including **3** in national publications. In addition, the seminars were featured in **3** television spots and **3** radio spots. **52** members of the press participated in the events.

~ All Alliance Partners



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Rural Development in the Village of Gritsev

Rural development programs first organize individuals at the community level. The community participates in a listening project, which is essentially a “needs assessment” of the local area conducted by community members. Priority community development projects are then identified. Examples of such projects include the renovation of a playground or the construction of trash bins for a village. A mini-grant program is typically instituted to help the community fund its priority projects. Once community goals are achieved, individuals are then able to apply new planning and coalition-building skills to a myriad of other micro and small enterprise activities.

In 1998, the Alliance began a pilot rural development project with the Ukrainian village of Gritsev (Khmelnitsky oblast). It identified rural partners, including mayors, NGOs and associations and involved these partners in the design and implementation of the program. The Mayor of Gritsev, Natalia Gnatyuk, an alumna of USIA’s Community Connections exchange program, expressed interest in all of the rural development tools, primarily in the listening project and the community mini-grants program. In October 1998 Mayor Gnatyuk and four Gritsev community leaders visited Slovak villages where they viewed completed community development projects and discussed the details of rural development implementation for Gritsev.

The village of Gritsev has actively embraced the rural development program. Since October, three general town meetings have been held to discuss implementation, and forty residents volunteered to participate in the village's listening project, which was completed in January. In order to advance to the next stage of the program, the Alliance assisted the community in submitting an application to Eurasia Foundation for the funding of a mini-grants program, for which Gritsev has received \$10,000. The Alliance will train the rural development committee in Gritsev to handle the disbursement of funds and project tracking. Projects are expected to begin in September 1999.

~ *ACDI/VOCA Ukraine*



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A SOIL-TESTING SUCCESS

At the request of a group of Poltava farmers, ACDI/VOCA organized a soil-testing workshop in the region in June 1999. The objective of the workshop was to train the participants on how to determine the soil's composition based on soil samples. The three-day workshop was held at the Poltava Agricultural Institute and the Poltava Regional Chemical Station for Investigations in Agriculture, with the third day structured as individual consultations at the farmers' fields. The workshop was led by Ukrainian experts from Poltava Agricultural Institute.

Farmers worldwide need to pay close attention to soil productivity and have a great need for supplemental soil nutrients. Recent adoption of a fixed tax on land has made the issue of soil testing even more important in Ukraine. According to the new law, agricultural land users will pay land taxes based on the general quality of their own plot of land, and, if it is not tested, an average indicator of soil quality in the region will be used. The farmers believe that they will pay lower taxes if they collect data on the actual characteristics of their own soil. Indeed, through these tests, the workshop participants confirmed that in the majority of cases the private farmers have received the worst soil in their respective areas.

During the workshop, each farmer's field was divided into three-hectare plots in order to analyze 22 soil characteristics in every plot. On the basis of these segments, general soil fertility could then be determined. The participating farmers received certificates confirming these indicators and a map showing how each plot is situated in the field. According to the Edict of the President of Ukraine, these certificates will be valid for the next five years.

Based on that information, the farmers will be able to plan crop rotation strategies to increase yields. The workshop instructors also introduced the concept of the relationship between soil fertility and rates of applied fertilizer, explaining that pest management can be enhanced by rotation of different crops. Also, the rotation of insecticides and herbicides was displayed to increase the effectiveness of pest management, even in the continuous single-crop culture used very often by small landowners.

The workshop participants were given the tools to make a conscious choice of crop sequences and management practices in order to take advantage of the characteristics of the soil and its interaction with local climate and cultural practices. The participants were pleased to receive this technical assistance, commenting that very often they have no time and access to the types of information provided at the workshop.

~ACDI/VOCA Ukraine



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Accounting and Audit Professional Association in Moldova

In May, 1996, USAID contractor Arthur Andersen helped form the Association of Professional Accountants and Auditors of Moldova (APAARM) and began conducting training classes on international accounting and auditing. Once the classes were established, APAARM developed and established a self-sustaining, self-regulatory, non-governmental association called Accounting and Audit Professional Association (AAPA). AAPA promotes financial and managerial accounting reform at the enterprise level by: a) developing accounting and audit standards, practices, concepts and techniques for all aspects of financial management, b) developing and upgrading the status of the accounting and audit professions, c) training and educating members of the association, and d) becoming the legally recognized representative and advocate for the two professions.

In the fall of 1996, Arthur Andersen requested assistance from the Alliance in providing training to AAPA. In January 1997, Alliance volunteer **Patricia Orlowitz** worked with AAPA on developing and implementing an affinity program that would offer discounts for AAPA members similar to the ones used by credit cards, merchants, frequent flyer mileage and university alumni associations in the United States. As a result of Patricia's work, AAPA developed an affinity program with 12 local companies that benefit from advertising their products through AAPA while also providing some revenue for AAPA. Further, AAPA began to place advertisements in local newspapers advertising its training courses which significantly enhanced public awareness for the AAPA logo. Patricia has also assisted AAPA to publish a brochure describing their objectives and services.

In March 1997, Alliance volunteer **John Ziebarth** worked with AAPA Executive Director on developing the Association's operations management. As a result of John's work, AAPA improved relations with the Government and started offering advice on developing new accounting standards. Additionally, AAPA established itself as the leader in teaching the new accounting standards and was the only organization certified to teach these standards during the fall of 1997, prior to the introduction of the accounting code in January 1998. Significantly, AAPA has increased its international recognition by establishing relations with the Romanian equivalent of AAPA and, with John's assistance, became a member of International Federation of Accountants in July 1998.

As a result of both volunteer assignments the membership of the Association has risen from 300 to 450 people, with each member pledging to recruit 10 new members by the end of 1998.

In conclusion, such a targeted assistance has brought tangible results: while improving the Association's member services at Chisinau office and branches, strengthening organizational objectives, and increasing the membership, the volunteers have also raised public recognition and awareness of the Association as an organization that represents the interests of accountants and auditors and promotes the international accounting and auditing standards.

~ACDI/VOCA Moldova





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Volunteer Sharing for a Prolonged Assistance Impact

As a response to multiple requests for follow-up services from client companies that have received in-company technical assistance by Alliance partners, MBAEC assigned Christopher Brown, a 1998-1999 MBAEC volunteer to work as a full-time SME consultant at The Alliance headquarters in Kyiv.

The focus of Christopher's project was to provide training on business planning, budget development and finance management to the managers of The Alliance client companies as well as the local Alliance staff. As a result of a year-long project, Chris trained 30 business managers of the client companies and assisted 10 client companies on business-planning and feasibility study.

Chris also wrote bi-weekly articles on a variety of business topics, which served as a basis for business discussions at partner offices.

A year of consulting to small businesses on financial issues in the wake of the 1998 economic meltdown has revealed to Chris that the combination of extremely cautious funding sources and a general perception of Ukraine as a risky business environment makes it virtually impossible for the majority of businesses to obtain financing for growth. In addition, he learned that many businesses simply did not know what type of information to prepare to seek financing, nor how funding sources analyzed it. Yet this discipline must be incorporated into the scope of normal business activities if Ukrainian companies are to ever receive growth capital.

In order to allow Chris to introduce the fundamentals of investment analysis to a wider audience of Ukrainian businesspeople, IESC recruited Chris to do a series of seminars and explain the investors' point of view in order to (1) enhance the preparedness of businesspeople who seek financing and (2) to explain how to analyze the readiness of a business for financing.

On this assignment Chris presented a half-day seminar on these issues for businesspeople, city officials, and students in Kyiv, Odessa, Kharkiv, L'viv and Dnipropetrovsk. The audiences were very receptive and actively took part in the seminar. In the days following each seminar Chris held Quick Business Clinics - one-on-one consultations with seminar participants which allowed Chris to tackle specific issues that the individual companies faced.

According to Chris, a great deal remains to be done. One seminar is just a small step in a long educational process that will hopefully continue in the near future. It has taken several years of Ukrainian independence for such concepts to begin to take hold and it will likely take several more for them to be implemented on a widespread basis.

~MBAEC and IESC Ukraine





RESTAURANT REJUVENATION

In February 1997, ACDI/VOCA volunteer Susan Quiriconi of Wisconsin came to assist Ludmilya's Business Club, a woman-owned private restaurant in Chernigiv, Ukraine. Even though the first two years of restaurant's operation were successful, increasing competition and overall economic instability in Ukraine had substantially reduced the company's profits in 1999. In light of such economic problems, the owner of Ludmila's requested ACDI/VOCA to assist the restaurant in reviewing its service, customer relations and analyzing the target market and cost structure.

Susan Quiriconi started off her project with upgrading the restaurant's decorations. A new and brighter sign was put above the entrance, and the inside wall was painted with brighter colors thereby creating a lighter and more comfortable atmosphere.

Susan also encouraged the owner to make a number changes with regard to the waiters: design a more informal uniform and create distinct job descriptions with clear responsibilities. In addition, Susan had the owner introduce a pay incentive program, encouraging the waiters to be more efficient in serving the customers. Such a system was eagerly adopted by the staff and resulted in a more organized waiting service.

Further enhancing the quality of Lyudmila's customer service, Susan suggested that the owner introduced daily specials, making special meals served on a particular day at a discounted price. The owner has further enhanced the customer service by implementing a system for frequent customers to receive price discounts upon reaching a certain number of visits to the restaurant. The combination of these two approaches has immediately resulted in attracting more regular customers to the restaurant.

Susan has also upgraded Lyudmila's menu introducing lighter dishes with higher vegetable and lower meat content. Further, new local sources of food supplies, as opposed to mainly imported food products used previously, were identified. In total, the changes introduced by Susan have cut the host's costs by 40 %.

In terms of business development, Susan has encouraged the host to supplement it's catering service by a delivery service. At Susan's suggestion, the profits from the catering business were used to establish a permanent stand in a city park, where the restaurant sells food at weekends and holidays. The stand has been quite successful and operates with a 20% annual profit.

Due to ACDI/VOCA's volunteer introducing better cost-saving measures, new dishes, better and expanded services, Lyudmila restaurant business is now operating with a 60% annual profit. According to owner Lyudmila Prihodko, the success of the restaurant can only be attributed to Susan's expertise and advice.

~ACDI/VOCA Ukraine





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Multiple Assistance Program

Dnepropetrovsk-based Lider Company specializes in plastic recycling and manufactures glue and multi-purpose polymers. In 1995, IESC assisted Lider in developing a business plan for starting manufacturing polymeric granulated materials out of wastes, specifically large volume plastic containers. Despite their new production operation, the company had very little experience working in a market economy and faced many financial problems. They requested additional IESC services to analyze their current economic situation and offer advice on how to diversify their product line and improve their production equipment.

In early 1997 Lider manufactured mainly 30 and 50 liter drums and supplied them to nine chemical companies throughout the Ukraine. After IESC provided Lider with information on higher capacity (100 to 120 liter) drums, used substantially in the U.S. and Western Europe, Lider produced these higher capacity drums as samples to be used in assessing the market for such products in Ukraine. One year later, the client reported that their company has developed five new higher capacity products which allowed them to increase their domestic sales by **100%**. These new products allowed Lider to become one of the leading producers of large copolymer drums in the Ukraine, and help replace the less durable and more expensive steel drums currently being used by Ukrainian industries. In addition, IESC assisted Lider in signing a \$100,000/month distribution agreement with a German company. Further, with IESC's help Lider purchase \$300,000 worth of new patterns of polyethylene blow-molding from a Hungarian company, and create 100 new jobs at their drum manufacturing department.

~IESC Ukraine



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POLTAVA SOYBEAN SEMINARS

After surveying Poltava oblast farmers, ACDI/VOCA concluded that the farmers community needed more information about soybean production and processing. On March 2nd and 3rd, 1999, ACDI/VOCA held a seminar in Poltava on soybean growing and processing for more than 20 farmers. The seminar was led by the head of Soybean Ukraine Company Mr. Varenik and a Professor of Bila Tserkva Agricultural University, Mr. Grabovsky.

The seminar provided an opportunity for the participants to communicate with each other and obtain important information from seminar lecturers and the audience.

As a result of the seminar, VOCA has received feedback from numerous experts in soybean growing and processing, who are anxious to share their knowledge with the farmers. The materials introduced at the seminar are an excellent source of information for the farmers, and are being distributed further by VOCA staff.

As a result of the seminar seven more farmers planted soybeans in 1999. ACDI/VOCA assisted those farmers with finding the sources of soybean seeds. This will further allow more farmers to plan to grow soybeans next year, as they will be able to purchase the seeds from the farmers already growing them.

The seminar has spurred the participants to think about forming Poltava oblast soybean association. At the request of some seminar participants present at Poltava Soybean Production and Processing seminar, a similar one-day seminar was organized in Dikanka region for a group of farmers that were not able to attend the Poltava seminar. Dikanka seminar participants have also expressed their interest in establishing a Dikanka Soybean Association.

ACDI/VOCA will further help Dikanka region soybean association members to organize a soybean festival by bringing together soybean producers and processors in order to promote growing and processing of soybeans in Ukraine.

~ACDI/VOCA Ukraine



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MBAEC VE Instills a New Approach to Consulting

After receiving her MBA from the University of Michigan, Laura Cinat decided to forego traditional employment opportunities and take up the challenge offered by the MBA Enterprise Corps. Laura arrived in Ukraine in July 1997 where she spent the next 15 months learning first-hand about business and life in the former Soviet Union. After 10 weeks of intensive Russian language training, Laura worked with Balance, a management consulting company in Dnipropetrovsk.

Balance began operations just two months after Ukrainian independence with a staff of four which has since grown to over 250. Given that rapid growth, Balance needed Laura's assistance in addressing the challenge of managing and sustaining that growth. Laura assisted management in many aspects of the business, such as corporate strategy, human resources policy, business planning and market research. The most important aspect of the assignment, in Laura's opinion, "was working to instill a different approach to work, a different way of solving problems and working together." As Laura put it: *"I exposed the company to another culture and to different ways of working and thinking. In my work with individuals and work teams, their eyes (and mine) were opened to the assumptions under which they operate and they have begun to challenge them. I also set an example by leading and being assertive when most Ukrainians would be passive, thus hopefully laying some groundwork for similar behavior on their part in the future. Their ability and willingness to trust "outsiders" and to collaborate with them effectively has increased.*

One individual, in particular, decided to apply for study at an American graduate business school, largely as a result of our interaction. Many of the managers now understand western business models and increased their ability to solve problems collaboratively and to build consensus; this I see as one of my greatest accomplishments. They learned about basic business frameworks, business planning, a variety of human resources issues, marketing strategies, and market dynamics. Some client contracts were won because I influenced format and content of work proposals."

In her free time, Laura assisted Counterpart Creative Center's business planning center for women. In conjunction with this, Laura presented a paper at several of the Center's seminars. The paper, "Women Entrepreneurs: Good for Women, Good for Society," highlighted the differences between male and female entrepreneurs, how women can overcome obstacles and examples of women entrepreneurs who have made great contributions to society.

~MBAEC Ukraine





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SELECTED PROJECT RESULTS OF MBAEC VOLUNTEERS

Neal Charleston – MBAEC volunteer 1998-99

Neal was assigned to Financial Markets International, a USAID contractor that provides capital markets development support to emerging markets around the world. Neal was a member of the project team working on assistance to Ukrainian privatized companies in the transition to International Accounting Standards as required by Ukrainian Securities Commission.

His 15-months stay with FMI has brought the following results:

- The methodological recommendation manual on transferring from Ukrainian accounting system to IAS was refined for pilot companies
- An electronic filing form for special issues was developed
- Eleven pilot companies completed the program and filed IAS-based reports with the SSMSC

On the completion of his MBAEC assignment Neal was further recruited by IESC for a 3-month consulting project with BKS-group, a leading fruit juice manufacturer in Kyiv. Based on his experience with FMI pilot projects, Neal is assisting BKS in implementing GAAP standards into the company's accounting.

Patrick Dodd - MBAEC volunteer 1998-99

Patrick Dodd was assigned to The Alliance office in Kharkiv beginning October 1998 with a purpose of providing direct marketing and business development assistance to IESC clients in Kharkiv region. During the first 8 months of his project he assisted 3 companies with marketing and Internet promotion, helped 2 rural NGOs develop proposals to Eurasia Foundation which resulted in a \$10,000 grant to both organizations for a project that would support entrepreneurship in rural areas of Kharkiv oblast.

Patrick has also assisted “Goodwill”, a Kharkiv-based humanitarian NGO, in establishing a linkage with a US-based NGO “Big Brothers, Big Sisters.”

A second part of Patrick’s assignment was devoted to working with Kharkiv-based consulting and software development company “Sense” on marketing issues. “Sense” specializes in accounting and auditing consulting, based on their own software package. Patrick made a significant contribution through applying marketing tools for the client company. Specifically, he introduced to Sense management the concept of product/service packaging, as well as developed materials for sales pitch, started the company’s dealer network, hired two salespersons and developed the company’s web-site.

~MBAEC Ukraine



The Alliance is funded by the United States Agency for International Development (USAID).

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STRENGTHENING COMPETITIVE ADVANTAGE AT CMC

Kevin Lister was assigned to work with the Counterpart Meta Center (CMC), a USAID-funded business incubator in Lviv. Through its small business support program CMC assists small and medium-sized businesses in Lviv region. Specifically, CMC offers intensive client-oriented training courses, loans with flexible terms and low interest rate and office and conference space for rent.

Through his assignment during 1998-99, Kevin became an integral part of CMC team by both transferring his business skills to CMC employees and serving clients of the incubator.

In order to help CMC enhance their recognition, Kevin encouraged them to implement a more aggressive marketing effort - with a focus on loans. Supplementing CMC's regular marketing efforts for loans they ran a weekly Friday advertisement in a local newspaper and distributed flyers at local banks. They have also enhanced marketing for the whole CMC's program through cost effective mini presentations at monthly business forums and before all training and consulting sessions, a web page and distribution of their marketing materials to any prospective client.

Kevin has also helped CMC to re-focus their current services taking into consideration their most important competitor - business consulting center NEWBIZNET. For instance, on "*COMPETITION FROM NEWBIZNET - TRAINING*" Kevin suggested CMC to focus on a "true" small business support center - something that NEWBIZNET was not focusing on. CMC offered short, real-world, experiential training courses aimed at both men and women entrepreneurs--including sales management, marketing, leadership and teambuilding, legal issues in business, woman in business series, computer and Internet. They further designed new course(s) in small business management, per request of their clients. Results were excellent and client feedback was very positive.

On "COMPETITION FROM LOCAL BANKS/LENDING PROGRAMS"
- To compete with the local commercial banks Kevin suggested that CMC focuses on what banks didn't offer - longer-term loans (up to one year) in both UAH and hard currency—with good results. According to Kevin: "We [CMC] stressed our full service offering - loan plus free consulting and training. With the continuing fall in the hryvna, many banks/loan programs and clients suspended lending. To counter slowing demand we stepped up our marketing efforts. To counter lack of lending capital in the market (supply) we continued to lend over the longer term. Both gave us a competitive advantage over the competition."

Kevin has further contributed to CMC by completing an organizational marketing plan, developing a loan evaluation cash flow model for Loan Seminars, creating a CMC client database and developing sales and marketing training courses that were further used for training CMC staff and the business community.

~MBAEC Ukraine

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CDC VOLUNTEERS CONTRIBUTE MORE THAN THEIR BUSINESS EXPERTISE

Volunteer Brings Christmas Spirit to Sevastopol, Ukraine

During December 1998, CDC volunteer advisor Ellen McConville arrived in Ukraine to complete an assignment with Radio Rocks, a local radio station in Sevastopol. Ellen, a former World Bank employee in Byelorussia, and currently an editorial journalist working in London, brought more than purely her knowledge and experience to the city of Sevastopol during this trip.

As it was the holiday season, Ellen decided that she would canvass London businesses to see if they would be interested in donating toys and clothing to the Sevastopol orphanage, offering to bring the gifts over with her, and thereby bring the Christmas spirit to some very under-privileged children.

The results were wonderful: Ellen received approximately \$3,500 worth of goodies for the children from companies such as Coca-Cola, more amazingly, in her possession these gifts somehow passed unscathed through Ukrainian customs. Then during Christmas week, Ellen put a smile on the faces of some several hundred children when she distributed the gifts. Ellen clearly made a difference that holiday season.

Referring to her volunteer assignment, Ellen there too made a major impact. She assisted Radio Rocks to develop a completely new programming format. Today, she continues to assist her client from London, communicating with them regularly via email. Recently she put Radio Rocks management in touch with the BBC; introducing the idea that Radio Rocks management might be able to tap into some of the training made available by the BBC.

Advisor Lectures On Drug Dependency

During May 1999, CDC Volunteer Advisor Frank Pucelik completed a long-term assignment in Odessa, when he successfully transferred his sales and marketing experience to many clients, including wholesale food company Fortuna, the Business School at Odesa State University, the Management Division of Hydramat Institute, and the Europe Product Company.

He also volunteered his spare time to help organize a two-hour presentation in the city, to raise the public awareness of the dangers of drug and alcohol addition/dependency. His activity supported a project to create a Drug and Alcohol Program (Clinic) for Young People in the Odessa Community. After receiving support of the local administration, the event was promoted on local television free-of-charge in Odessa. As a result, the presentation was attended by over 150 people, primarily parents of young people that have dependency problems. Following the event, as a direct result of the seminar, the advisor has now helped the community to design an all-encompassing youth pilot program, which will focus in six areas: Outreach, Education, Rehabilitation, Prevention, Aftercare and AIDs Research. It is projected that the program will assist approximately 200 young people every month once it is fully operational.





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Client Network established as a result of CDC's LTA assignments

During February 1999, Long-term Advisor (LTA) Peter Lee worked with Business Service Consulting (BSC), a local Odessa business-consulting firm, in terms of local capacity development. The purpose of the consulting was to strengthen and improve management as well as overall company services.

Additionally the Ukrainian-consulting firm was interested in learning how an American consulting firm operates. Peter Lee, a management consultant, with over thirty years of consulting experience in the United States and abroad was able to provide unique insight and training, demonstrating the procedure methodology of management consulting services, an area he knows well having managed his own consulting firm in the United States.

One concept that Peter readily applied to BSC in his training was Networking. Immediately following his assignment with BSC, Peter referred past client OZOM, a manufacturer of wallpaper products, to BSC for human resources training; this was an area in which Peter felt OZOM needed further development. As a direct result of Peter's referral, OZOM senior management received a three-day intensive HR training workshop provided by Business Service Consulting (BSC). Consequently, OZOM senior management concluded that they needed to hire a Sales Director as a result of BSC's training. And more recently, BSC has recommended a client that is in the employee placement business to perform a specialized employee search, and indeed there is now a search-taking place for a new Sales Director of OZOM.





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CDC Volunteer Helps Pharmaceutical Retail Company Survive in a Crisis Environment.

Mr. William Eames worked with the company MAYA, which has a network of pharmacy stores, on two assignments in 1997 and 1998. The goal of the first assignment was to improve the company's financial reporting and management structure.

The success of the assignment was outstanding. The company's management received all required recommendations from the volunteer. After the completion of the initial assignment Larissa Grinchuk, the owner of the customer company, said: "Now I see and know the particular ways and methods for the company's work in the nearest future and how to improve its operations. My work with William Eames have shown me that I need to have deeper knowledge of business relations and especially the knowledge of 'good manners' in business relations".

During his second visit to Odessa Mr. Eames provided his valuable advice on MAYA's business strategy, during the economic crisis in Ukraine. His assistance helped the client streamline its business structure and survive in face of the crisis, which had resulted in the loss of its market. Under these extremely difficult circumstances MAYA found it essential to close 14 retail outlets and reorganized stock and office operations in order to survive.

Following Mr. Eames advice, Maya formed a partnership with another local pharmaceutical retail company, bringing advantages for both sides. Maya was able to decrease its operational costs by 50% while increasing its turnover and preserving stable profits.



Part 4 History of the Cooperative Agreement:

Cooperative Agreement: On June 14th, 1996 authorized a grant of \$9,600,000 to provide support for a program in enterprise development in Ukraine and Moldova.

Amendment Number One: Purpose to increase the total estimated amount to \$10,300,000 and obligate funding in the amount of \$3,200,000, of which \$2,500,000 is incremental funding and \$700,000 is to fund a new accounting reform activity. (4/1/97)

Amendment Number Two: To amend the agreement to obligate incremental funding in the amount of \$175,000 for fiscal year 1997 Moldova program. (8/27/97)

Amendment Number Three: To revise the program description, to obligate additional funds, and to increase the Agreement estimated total by \$557,560. New total estimated amount is \$10,857,560. (9/30/97)

Amendment Number Four: To revise the Agreement budget. There was no change in the total amount obligated nor in the total estimated amount of the Agreement. (9/30/97)

Amendment Number Five: To provide incremental funding in the amount of \$1,125,000 which increases the total obligated amount to a new total of \$7,557,753. Total estimated amount remains \$10,857,560. (3/17/98)

Amendment Number Six: To delete the requirement for the USAID Project Officer to approve each Alliance project as outlined in the original Grant Schedule. (5/8/98)

Amendment Number Seven: To provide incremental funding in the amount of \$1,375,000, increasing obligated amount to \$8,932,753. (8/5/98)

Amendment Number Eight: Administrative modification to correct the number of the modification (#6), dated 8/5/98 to read as modification number 7. (8/5/98)

Amendment Number Nine: To allow reimbursement of indirect cost rates to IESC, incorporate approved NICRA dated 8/11/98, and revise the Agreement budget.. (9/1/98)

Amendment Number Ten: Increase obligated amount by \$570,000 to a total of \$9,502,753. (3/12/99)

Amendment Number Eleven: To extend the completion date from 6/30/99 to 9/30/99; transfer the CTO responsibilities from Stephen Handley to Stephen Silcox; and to provide incremental funding in the amount of \$1,354,807, per the obligation budget.

Amendment Number Twelve: To correct two financial errors in modifications numbers 9, 10, and 11.

Amendment Number Thirteen: To provide an extension of the completion date from 10/1/99 to 12/31/99.

Part 5 Listings of Partner's Volunteer Assignments

Note: this part 5 presents details of Volunteers and clients served, covering more than 550 projects completed by Alliance volunteers, as recorded in the Alliance projects database at the end of the program. Work on compiling this database was started in 1998 and at the closure of the program it contained approximately 75% of all projects completed.

ACDI/VOCA	Moldova	R	MA 400001	Arthur Andersen LLP/ACAP	Chisinau	Patricia Orlowitz	01/12/97	02/10/97
ACDI/VOCA	Ukraine	R	KA 200005	KROS Chicken Production Co.	L'viv	Tom Neuberger	01/21/97	02/08/97
ACDI/VOCA	Ukraine	R	KA 200010	Gutta & Koval Potato Processing	Teropil	Terrill Christensen	02/01/97	02/20/97
ACDI/VOCA	Moldova	R	MA 400007	CPBR (Marketing)	Chisinau	Monte Munn	02/09/97	04/08/97
ACDI/VOCA	Ukraine	R	KA 200014	Business Club Ludmila/Restaurant Revi	Chernigiv	Susan Quiriconi	02/18/97	03/02/97
ACDI/VOCA	Ukraine	R	KA 200013	Oblagrotechservice	Khmelnyskiy	Thomas Dunn	03/03/97	03/24/97
ACDI/VOCA	Ukraine	R	KA 200015	Solvid Company/Feed Mill Start-up	Chernigiv	Learnan Wade	03/11/97	03/28/97
ACDI/VOCA	Ukraine	R	KA 200001	Scientific Indust. Enterprise VITA/Bersha	Vinnitsia	John Eppley	03/16/97	03/31/97
ACDI/VOCA	Moldova	R	MA 400002	Arthur Andersen LLP/ACAP	Chisinau	John Ziebarth	03/22/97	04/25/97
ACDI/VOCA	Moldova	R	MA 400009	CPBR	Chisinau	Robert Hoch	03/27/97	04/28/97
ACDI/VOCA	Ukraine	R	KA 200012	RATAY Farm Coop	Teropil	Dwight Langhoff	04/21/97	05/12/97
ACDI/VOCA	Ukraine	R	KA 200009	Busk Feed Mill	L'viv	Robert Albrecht	04/28/97	05/13/97
ACDI/VOCA	Ukraine	R	KA 200016	Agro-Prodex Snack Foods	Donetsk	Michael Tao	05/19/97	06/06/97
ACDI/VOCA	Ukraine	R	KA 200019	Western Foods Poultry/Poultry Processin	Kyiv	Stephan Kurilas	05/26/97	06/12/97
ACDI/VOCA	Ukraine	R	KA 200017	Mriya Flour Mill Project/Nizhyn Flour Mill	Chernigiv	Gordon Schmidt	06/20/97	07/11/97
ACDI/VOCA	Ukraine	PB	KA 200020	Chilbodar Milk Processing	Khmelnyskiy	Dietrich Kroencke	07/13/97	08/10/97
ACDI/VOCA	Ukraine	R	KA 200026	Zenit Farm/Lubashivka Poultry Proc.	Odesa	Hubert Bunch	07/13/97	08/02/97
ACDI/VOCA	Ukraine	PB	KA 200031	Agronaftservice/Vavra Milk Processing	Chernigiv	Dietrich Kroencke	07/13/97	08/10/97
ACDI/VOCA	Ukraine	R	KA 200023	Bilbas Farm/Vaikov Grain Processing	Kharkiv	Brett Nelson	07/22/97	08/12/97
ACDI/VOCA	Ukraine	R	KA 200028	Ukraine Ag Enterprise/Meat Processing	Chernigiv	Homer Sargent	07/25/97	08/14/97
ACDI/VOCA	Ukraine	R	KA 200008	Private Enterprise F.V. (Flowers)	Kharkiv	John Dole	08/02/97	08/20/97
ACDI/VOCA	Ukraine	R	KA 200032	Chapaev Agro - Firm	Chernigiv	LeRoy Fletcher	08/05/97	08/26/97
ACDI/VOCA	Ukraine	R	KA 200025	Zvenigorodka/Boyko Corn Processing	Cherkasy	Dennis Mikkelson	08/19/97	09/09/97
ACDI/VOCA	Ukraine	R	KA 200036	Tromisa Farm	Kyiv	Willard Tenholder	09/18/97	10/09/97
ACDI/VOCA	Ukraine	PB	KA 200037	Ranok JSC	Khmelnyskiy	Willard Tenholder	09/18/97	10/09/97
ACDI/VOCA	Ukraine	R	KA 200027	Groko Company/Zhytomir Agr Equipme	Zhytomir	John Kayser	10/20/97	11/13/97
ACDI/VOCA	Ukraine	R	KA 200039	Elite Company	Poltava	Richard Kloss	10/21/97	11/04/97
ACDI/VOCA	Ukraine	R	KA 200042	Veresen Potato Chip Processing	Kyiv	Terrill Christensen	11/05/97	11/17/97
ACDI/VOCA	Ukraine	R	KA 200035	Vilhivets Farm	Cherkasy	Norval Dvorak	11/18/97	11/25/97
ACDI/VOCA	Ukraine	R	KA 200046	Odesa Coop Formation 2	Odesa	Sharon Ketz	12/03/97	12/18/97
ACDI/VOCA	Ukraine	R	KA 200045	Odesa Coop Formation 1	Odesa	Doran Ketz	12/04/97	12/19/97
ACDI/VOCA	Ukraine	R	KA 200043	Chemonics Commodity Exchng.	Kyiv	William Reilly	01/09/98	01/30/98
ACDI/VOCA	Ukraine	R	KA 200065	Co-op Foundation Development	Kyiv	Peter McNeill	01/30/98	02/19/98
ACDI/VOCA	Ukraine	R	KA 200044	Lutsk Apple Processing	Lutsk	Maurice Westberg	02/03/98	02/20/98
ACDI/VOCA	Moldova	R	MA 400011	Competitiveness & Productivity Center (Chisinau	Everil Quist	02/15/98	02/27/98
ACDI/VOCA	Moldova	R	MA 400012	Association of Professional Accountants	Chisinau	Lee McGuire	02/20/98	03/19/98
ACDI/VOCA	Ukraine	R	KA 200048	Kalinovka Flour Mill and Bakery	Vinnitsia	David Renner	03/01/98	03/07/98
ACDI/VOCA	Ukraine	R	KA 200059	Shepetivka Meat Processing	Khmelnyskiy	Willard Tenholder	03/02/98	03/20/98
ACDI/VOCA	Ukraine	PB	KA 200060	Yasinysky Meat Processing	Khmelnyskiy	Willard Tenholder	03/02/98	03/20/98
ACDI/VOCA	Ukraine	PB	KA 200067	Passat Meat Processing Assessment	Kyiv	Willard Tenholder	03/03/98	03/09/98
ACDI/VOCA	Ukraine	R	KA 200063	Chernivtsi Mineral Water	Chernivtsi	Kenneth Earle	03/09/98	03/20/98
ACDI/VOCA	Ukraine	R	KA 200052	Meat Processing Training/Livestock Proc	Vinnitsia	Gary Schmidt	03/15/98	04/02/98
ACDI/VOCA	Ukraine	R	KA 200047	Korop Soil Testing	Chernihiv	Frank Himes	03/24/98	04/06/98
ACDI/VOCA	Ukraine	R	KA 200068	Shkarivka Milk Processing	Kyiv	George Danner	04/21/98	05/08/98
ACDI/VOCA	Ukraine	R	KA 200051	Meat Processing Training/Livestock Proc	Vinnitsia	Norval Dvorak	04/25/98	05/12/98
ACDI/VOCA	Ukraine	PB	KA 200053	Meat Processing Training/Marketing	Vinnitsia	Norval Dvorak	04/25/98	05/12/98
ACDI/VOCA	Ukraine	R	KA 200054	Meat Processing Training/Marketing	Vinnitsia	Roger Van Hemelry	04/25/98	05/12/98
ACDI/VOCA	Ukraine	R	KA 200071	Meat Processing Seminar	Poltava	Dale Turnmire	05/18/98	06/03/98
ACDI/VOCA	Ukraine	R	KA 200069	Meat Processing Sector Survey	Kyiv	Vern Cahill	05/21/98	06/11/98
ACDI/VOCA	Ukraine	R	KA 200070	Meat Processing Seminar	Poltava	William Albanos	05/22/98	06/04/98
ACDI/VOCA	Ukraine	R	KA 200084	Milk Processing Seminar	Vinnitsia	Carl Lovlien	06/01/98	06/18/98
ACDI/VOCA	Ukraine	R	KA 200085	Milk Processing Seminar	Vinnitsia	David Slusser	06/01/98	06/15/98
ACDI/VOCA	Ukraine	R	KA 200101	Mizhgirie Meat Processing Plant	Zakarpattia	Willard Tenholder	06/07/98	06/19/98
ACDI/VOCA	Ukraine	PB	KA 200041	Poltava Buckwheat Processing	Poltava	Robert Albrecht	06/08/98	06/26/98
ACDI/VOCA	Ukraine	PB	KA 200064	Fish Canning Project	Kyiv	Robert Albrecht	06/08/98	06/26/98
ACDI/VOCA	Ukraine	PB	KA 200066	Dostavalov Meat Processing Training	Khmelnyskiy	Jeff Walker	06/08/98	06/25/98
ACDI/VOCA	Ukraine	PB	KA 200072	Meat Processing Seminar	Vinnitsia	Willard Tenholder	06/08/98	06/25/98
ACDI/VOCA	Ukraine	PB	KA 200073	Meat Processing Seminar	Vinnitsia	Mary Ann Tenholder	06/08/98	06/25/98
ACDI/VOCA	Ukraine	PB	KA 200083	Olenivka Meat Processing	Khmelnyskiy	Charles Tenholder	06/08/98	06/15/98
ACDI/VOCA	Ukraine	R	KA 200099	Chernivtsi Meat Processing	Chernivtsi	Charles Tenholder	06/08/98	06/16/98
ACDI/VOCA	Ukraine	PB	KA 200100	Svitanok Meat Processing	Khmelnyskiy	Jeff Walker	06/08/98	06/25/98
ACDI/VOCA	Ukraine	PB	KA 200024	Mena Oats Processing	Chernigiv	Robert Albrecht	06/11/98	06/26/98
ACDI/VOCA	Moldova	R	MA 400013	CUPCINI/Natur-Vit JSC	Cupcini	David Schrieber	06/15/98	07/03/98
ACDI/VOCA	Ukraine	R	KA 200049	Krizhopil Seed Corn Processing	Vinnitsia	Bishop Hankins	06/15/98	06/25/98
ACDI/VOCA	Moldova	R	MA 400015	Moldovan Accounting Reform Project/Ea	Chisinau	Gerald Jennison	06/22/98	08/07/98
ACDI/VOCA	Ukraine	PB	KA 200076	Fruit & Vegetable Processing Seminar	Poltava	Roger Huibregste	06/28/98	07/10/98
ACDI/VOCA	Ukraine	R	KA 200077	Fruit & Vegetable Processing Seminar	Poltava	Douglas Bartley	06/28/98	07/20/98
ACDI/VOCA	Ukraine	PB	KA 200091	Pavlenko Vegetable Processing Project	Odesa	Douglas Bartley	06/28/98	07/20/98
ACDI/VOCA	Ukraine	R	KA 200087	Milk Processing Seminar	Poltava	Harmen Greenwood	07/13/98	10/04/98
ACDI/VOCA	Ukraine	R	KA 200090	Milk Processing Sector Survey	Kyiv	Truman Graf	07/13/98	07/27/98
ACDI/VOCA	Ukraine	PB	KA 200086	Milk Processing Seminar	Poltava	Dietrich Kroencke	07/14/98	08/03/98
ACDI/VOCA	Ukraine	PB	KA 200062	Rodnichok Sunflower Processing	Odesa	Harmen Greenwood	07/28/98	08/03/98

ACDI/VOCA	Moldova	R	MA 400019	Agroindbank S.A.	Chisinau	William Collins	08/01/98	08/15/98
ACDI/VOCA	Ukraine	R	KA 200074	Meat Processing Seminar	Khmelnyskiy	Richard Halvorson	08/24/98	09/12/98
ACDI/VOCA	Ukraine	R	KA 200075	Meat Processing Seminar	Khmelnyskiy	Richard Beatty	08/24/98	09/12/98
ACDI/VOCA	Ukraine	R	KA 200103	RONCO Farm Record Keeping #1	Kyiv	Lynn Sobel	08/31/98	09/19/98
ACDI/VOCA	Ukraine	R	KA 200055	Meat Processing Training/Financial Mgm	Donetsk	Harry Thomasian	09/14/98	09/27/98
ACDI/VOCA	Ukraine	R	KA 200056	Meat Processing Training/Financial Mgm	Donetsk	James Welch	09/14/98	09/27/98
ACDI/VOCA	Ukraine	R	KA 200050	Tan Sunflower Processing	Chernigiv	LeRoy Spidle	09/15/98	10/06/98
ACDI/VOCA	Ukraine	R	KA 200088	Milk Processing Seminar	Khmelnyskiy	William Lambert	09/15/98	10/06/98
ACDI/VOCA	Ukraine	R	KA 200089	Milk Processing Seminar	Khmelnyskiy	John Skiles	09/15/98	10/06/98
ACDI/VOCA	Ukraine	PB	KA 200116	Sudiivka Seed Grain Processing	Poltava	LeRoy Spidle	09/15/98	10/06/98
ACDI/VOCA	Moldova	R	MA 400016	Cooproducomert-S	Chisinau	Terri Christensen	09/21/98	10/08/98
ACDI/VOCA	Moldova	R	MA 400017	Cooproducomert-S	Chisinau	Harlan Ackland	09/21/98	10/09/98
ACDI/VOCA	Ukraine	R	KA 200080	Fruit & Vegetable Processing Seminar 1	Khmelnyskiy	William Lucas	09/21/98	10/03/98
ACDI/VOCA	Ukraine	R	KA 200081	Fruit & Vegetable Processing Seminar 2	Khmelnyskiy	Frank Einterz	09/23/98	10/03/98
ACDI/VOCA	Ukraine	PB	KA 200114	Karlovska Milk Processing Plant	Poltava	William Lambert	09/25/98	10/26/98
ACDI/VOCA	Ukraine	PB	KA 200115	Lanna Milk Processing Plant	Poltava	William Lambert	09/25/98	10/26/98
ACDI/VOCA	Ukraine	R	KA 200034	Gayduk Farm/Dnipro. Potato Processing	Dnipropetrovsk	Roy Shaw	09/29/98	10/10/98
ACDI/VOCA	Ukraine	R	KA 200104	RONCO Farm Record Keeping #2	Kyiv	Dennis Repasi	10/04/98	10/23/98
ACDI/VOCA	Moldova	R	MA 400023	East-West Management Institute/MARP	Chisinau	Charles Benson	10/05/98	11/13/98
ACDI/VOCA	Ukraine	PB	KA 200106	Pavlik Meat Processing	Poltava	Jarvis Asbill	10/05/98	10/22/98
ACDI/VOCA	Moldova	R	MA 400020	Agroindbank S.A.	Chisinau	Albert Barr	10/17/98	10/31/98
ACDI/VOCA	Ukraine	R	KA 200105	RONCO Farm Record Keeping #3	Kyiv	John Williams	10/19/98	12/19/98
ACDI/VOCA	Ukraine	R	KA 200107	Milk Processing Seminar #1	Kharkiv	Howard Eastham	10/19/98	11/04/98
ACDI/VOCA	Ukraine	R	KA 200108	Milk Processing Seminar #2	Kharkiv	Harmen Greenwood	10/19/98	10/31/98
ACDI/VOCA	Ukraine	PB	KA 200082	Fruit & Vegetable Proc. Sector Survey	Kyiv	Maurice Westberg	10/20/98	11/06/98
ACDI/VOCA	Moldova	R	MA 400021	National Farmers Federation of Moldova	Chisinau	Seymour Van Gund	10/21/98	11/04/98
ACDI/VOCA	Moldova	R	MA 400022	National Farmers Federation of Moldova	Chisinau	Kelso Wessel	10/21/98	11/02/98
ACDI/VOCA	Ukraine	R	KA 200078	Fruit & Vegetable Processing Seminar	Vinnitsia	Melvin Farmer	10/21/98	11/06/98
ACDI/VOCA	Ukraine	R	KA 200079	Fruit & Vegetable Processing Seminar	Vinnitsia	Maclay Burt	10/21/98	11/05/98
ACDI/VOCA	Ukraine	R	KA 200057	Meat Processing Training/Business Plan	Donetsk	Norval Dvorak	10/22/98	11/04/98
ACDI/VOCA	Ukraine	PB	KA 200118	Kramar Fruit and Vegetable Processing	Khmelnyskiy	Maurice Westberg	10/22/98	10/24/98
ACDI/VOCA	Ukraine	R	KA 200058	Meat Processing Training/Business Plan	Donetsk	Dennis Buege	10/25/98	11/04/98
ACDI/VOCA	Moldova	R	MA 400024	Veterinary Clinic	Chisinau	Toney Reynolds	11/09/98	11/21/98
ACDI/VOCA	Ukraine	PB	KA 200124	Khmelnits'kiy Milk Processing Assoc	Khmelnyskiy	Robert Christie	11/09/98	11/25/98
ACDI/VOCA	Ukraine	R	KA 200094	Grain Processing Seminar	Vinnitsia	Brett Nelson	11/30/98	12/11/98
ACDI/VOCA	Ukraine	R	KA 200095	Grain Processing Seminar	Vinnitsia	Klaus Lorenz	11/30/98	12/11/98
ACDI/VOCA	Ukraine	PB	KA 200061	Kharkiv Fruit and Veget. Proces.	Kharkiv	Harvey Chan	12/01/98	12/18/98
ACDI/VOCA	Ukraine	R	KA 200111	Fruit & Vegetable Processing Seminar#1	Kharkiv	Kenneth Earle	12/02/98	12/16/98
ACDI/VOCA	Ukraine	R	KA 200112	Fruit & Vegetable Processing Seminar#2	Kharkiv	Harvey Chan	12/02/98	12/18/98
ACDI/VOCA	Ukraine	PB	KA 200097	Grain Processing Seminar	Khmelnyskiy	John Koency	12/05/98	12/20/98
ACDI/VOCA	Ukraine	PB	KA 200096	Grain Processing Seminar	Khmelnyskiy	Robert Albrecht	12/06/98	12/20/98
ACDI/VOCA	Ukraine	PB	KA 200123	Limita Fish Processing	Khmelnyskiy	Robert Albrecht	12/06/98	12/19/98
ACDI/VOCA	Ukraine	R	KA 200126	Berdichev Dairy Plant	Zhitomir	Delbert McDaniel	01/28/99	02/13/99
ACDI/VOCA	Ukraine	PB	KA 200127	Storm Ice Cream Company	Vinnitsia	Delbert McDaniel	01/28/99	02/13/99
ACDI/VOCA	Moldova	R	MA 400025	LAPTE s.a.	Chisinau	Dietrich Kroenske	03/07/99	03/26/99
ACDI/VOCA	Ukraine	R	KA 200117	Grib Milk Processing	Poltava	Den Lord	03/13/99	03/28/99
ACDI/VOCA	Ukraine	R	KA 200132	Maki Bakery	Kyiv	Josiah Carrol	04/11/99	04/24/99
ACDI/VOCA	Ukraine	R	KA 200102	Kvarta Dairy Plant	Ivano-Frankivsk	William Broske	04/12/99	04/25/99
ACDI/VOCA	Ukraine	R	KA 200128	Kazibrid Meat Plant	Zakarpattia	Rudy Stoyisch	04/14/99	04/27/99
ACDI/VOCA	Ukraine	R	KA 200131	Sich Vegetable Processing	Vinnitsia	Allen Moskowitz	04/27/99	05/10/99
ACDI/VOCA	Ukraine	PB	KA 200098	Grain Processing Sector Survey	Kyiv	Charles Frescoln	05/03/99	05/16/99
ACDI/VOCA	Ukraine	R	KA 200133	Barrents Meat Plant	Kyiv	Edward Purtz	05/15/99	06/04/99
ACDI/VOCA	Moldova	R	MA 400027	Diveritis & Co., Ltd.	Chisinau	Fred Tarver	05/13/99	06/21/99
ACDI/VOCA	Ukraine	R	KA 200121	Khmelnits'kiy Meat Canning Plant	Khmelnyskiy	Max Lutchman	06/13/99	06/26/99
ACDI/VOCA	Ukraine	R	KA 200137	Sweet Corn/Sudiivka Seed Grain Proces	Poltava	Roger Huibrete	06/19/99	07/26/99
ACDI/VOCA	Ukraine	R	KA 200129	Karat Milk Processing Plant	Kharkiv	John Sherborn	06/20/99	07/02/99
ACDI/VOCA	Ukraine	R	KA 200134	Kovalivka Poultry Production	Poltava	Fred Traver	06/21/99	07/03/99
ACDI/VOCA	Ukraine	R	KA 200135	Sinkov Meat Processing	Khmelnyskiy	Jeff Walker	06/21/99	08/15/99
ACDI/VOCA	Ukraine	R	KA 200138	Potato Processing	Vinnitsia	Roger Krug	06/25/99	07/05/99
ACDI/VOCA	Ukraine	R	KA 200125	Terнопil Bakery	Terнопil	Jan Nijssen	06/27/99	07/10/99
ACDI/VOCA	Ukraine	R	KA 200119	Kherson Milk Processing	Kherson	David Dana	07/06/99	07/17/99
ACDI/VOCA	Ukraine	R	KA 200141	Ukoopspilka	Odesa	Robert Hoch	07/11/99	08/04/99
ACDI/VOCA	Ukraine	R	KA 200142	Kremenchuk Cereal Production and Proc	Poltava	Robert Hoch	07/11/99	08/04/99
ACDI/VOCA	Moldova	R	MA 400018	Agency Implem. of the Rural Finance Pr	Chisinau	Rene Lacoste	07/15/99	08/04/99
ACDI/VOCA	Ukraine	R	KA 200139	Apis Honey Processing	Poltava	Caesar Flores	07/16/99	07/29/99
ACDI/VOCA	Ukraine	R	KA 200130	Izum Sunflower Processing Plant	Kharkiv	Lawrence Beaugregar	07/18/99	07/31/99
ACDI/VOCA	Ukraine	PB	KA 200144	Mudriy Vegetable Production and Proces	Chemivtsi	Dale & Doloris Nerlin	07/25/99	08/20/99
ACDI/VOCA	Ukraine	R	KA 200146	Oblast Level Food Festivals	Kyiv	Joseph Fox	07/25/99	08/06/99
ACDI/VOCA	Ukraine	R	KA 200145	Kosivitsi Agricultural Marketing Assistan	Khmelnyskiy	Robert Hoch	07/26/99	08/02/99
ACDI/VOCA	Ukraine	R	KA 200136	Stepnoye Meat Processing/Artzys	Odesa	Arthur Andrews	08/01/99	08/14/99
ACDI/VOCA	Ukraine	R	KA 200147	Ukraine Association Food Festivals	Kyiv	Beth Tucker	08/17/99	08/28/99
ACDI/VOCA	Ukraine	R	KA 200148	Belgorod-Dnistrovskiy Bakers	Odesa	John Konecny	08/30/99	10/09/99

ACDI/VOCA	Ukraine	R	KA 200250	Kharkiv Meat Processing	Kharkiv	Bernard Bradley	09/06/99	10/22/99
CDC	Ukraine	R	RFA #012	PARD	Kyiv	Thomas Hutchinson	02/18/97	04/03/97
CDC	Ukraine	R	RFA #001	BLASINTEC	Odesa	Duane Sackett	04/10/97	05/03/97
CDC	Moldova	R	RFA #044	CPBR/East-West Management	Chisinau	Arthur Lebo	04/20/97	05/17/97
CDC	Ukraine	R	RFA #003	Odesa-Chai Company 1	Odesa	Charles Ziel	04/25/97	05/16/97
CDC	Ukraine	R	RFA #004	TAIS, Ltd.	Odesa	Walter Coleman	05/09/97	06/08/97
CDC	Moldova	R	RFA #043	Booz, Allen, & Hamilton	Chisinau	Dennis Polhill	05/12/97	07/03/97
CDC	Ukraine	R	RFA #011	ESCO Employ. & Serv. Agency	Odesa	Donald Gaertner	05/13/97	06/04/97
CDC	Moldova	R	RFA #045	CPBR/East-West Management	Chisinau	Thomas Tschetter	06/20/97	08/02/97
CDC	Ukraine	R	RFA #006	Agroservice JSC (ZOR)	Odesa	Douglas Upshaw	06/30/97	08/01/97
CDC	Ukraine	PB	RFA #029	Vitinform	Odesa	Myron Beyer	07/02/97	07/18/97
CDC	Ukraine	R	RFA #002	BLASINTEC	Odesa	Victor Childers	07/14/97	08/08/97
CDC	Ukraine	PB	RFA #008	Independent Business School 1/Mechnik	Odesa	Victor Childers	07/14/97	08/08/97
CDC	Ukraine	R	RFA #020	Telephone Company Farlep	Odesa	Marvin Terner	07/14/97	08/08/97
CDC	Ukraine	PB	RFA #026	Book Factory JSC	Odesa	Myron Beyer	07/18/97	07/26/97
CDC	Ukraine	R	RFA #014	Interterminal/Cargo Company	Odesa	Joseph Babinski	07/21/97	08/15/97
CDC	Ukraine	R	RFA #007	Detskoje Pitanije JSC (Baby Food)	Odesa	Peter Cowles	07/30/97	08/27/97
CDC	Ukraine	PB	RFA #021	Chyornoye More JSC	Odesa	Thomas Tait	08/27/97	09/03/97
CDC	Ukraine	R	RFA #032	Odesa-Chai Company 2	Odesa	Rink Wheeler	08/31/97	09/19/97
CDC	Ukraine	R	RFA #023	MIR JSC (Insurance)	Odesa	Kendal Carver	09/08/97	10/10/97
CDC	Ukraine	R	RFA #017	Odesa Inst. of Enterprise & Law/Open U	Odesa	Kirk Samelson	09/15/97	10/03/97
CDC	Ukraine	R	RFA #025	Alexandrit, Ltd.	Crimea	Allen Kimball	09/17/97	10/15/97
CDC	Ukraine	R	RFA #019	TOUREXPRESS	Odesa	Duane Ericson	09/19/97	10/14/97
CDC	Ukraine	R	RFA #027	Merkuriy JSC	Odesa	Theodore Borek	10/03/97	10/31/97
CDC	Ukraine	R	RFA #041	Mykolayiv Agro-Industrial Fund	Mykolayiv	Fletcher Reel	10/08/97	10/24/97
CDC	Ukraine	R	RFA #016	Odesa Inst. of Enterprise & Law/Open U	Odesa	David April	11/03/97	11/21/97
CDC	Ukraine	R	RFA #009	ODIS - W, Ltd	Odesa	Charles Ziel	11/07/97	11/21/97
CDC	Ukraine	R	RFA #018	Odesa Inst. of Enterprise & Law/Open U	Odesa	Douglas Housknech	11/21/97	12/12/97
CDC	Ukraine	R	RFA #028	Maya -1, Ltd.	Odesa	William Eames	01/14/98	02/13/98
CDC	Ukraine	R	RFA #049	Y. G. Company	Odesa	Ro Trent Vaselaar	01/16/98	02/16/98
CDC	Ukraine	R	RFA #058	Istok	Odesa	Thomas Kutchera	01/16/98	02/20/98
CDC	Ukraine	PB	RFA #074	Real Bank	Odesa	David Vaselaar	01/20/98	02/16/98
CDC	Ukraine	R	RFA #033	Digital System Communications I	Odesa	Barton Dominus	01/22/98	02/08/98
CDC	Ukraine	R	RFA #030	Avtodietal	Odesa	Harold Hayes	01/23/98	02/13/98
CDC	Ukraine	R	RFA #048	Association of Retired Military Personnel/	Odesa	Cathy Scherer	02/20/98	03/20/98
CDC	Ukraine	R	RFA #088	Association of Retired Military Personnel/	Odesa	Nancy Curren	02/20/98	03/20/98
CDC	Ukraine	R	RFA #024	SONAT	Crimea	Barbara Pietuch	02/23/98	03/20/98
CDC	Ukraine	R	RFA #059	Mykolayiv Securities	Mykolayiv	Albert Kaplan	03/09/98	03/25/98
CDC	Ukraine	R	RFA #052	DiFo Company	Odesa	Peter Cowles	03/15/98	04/06/98
CDC	Ukraine	R	RFA #093	Most Television Studio	Odesa	Claudia Kielich	03/16/98	04/14/98
CDC	Ukraine	R	RFA #094	Paco Net	Odesa	Barrie Levinson	04/05/98	04/24/98
CDC	Ukraine	PB	RFA #101	Standard	Odesa	Ed Tarpinian	04/22/98	06/18/98
CDC	Ukraine	R	RFA #127	Vector-Stefanel	Odesa	Ed Tarpinian	04/22/98	06/18/98
CDC	Ukraine	PB	RFA #128	Zemlov	Odesa	Ed Tarpinian	04/22/98	06/18/98
CDC	Ukraine	R	RFA #055	Odesa House of Scientists (OHS)	Odesa	Merilee Marsh	04/27/98	05/22/98
CDC	Ukraine	R	RFA #056	Independent Language School	Odesa	David April	04/27/98	05/28/98
CDC	Ukraine	R	RFA #050	Mykolayiv branch of Ukrainian Cultural F	Mykolayiv	Eugene Richey	05/02/98	05/16/98
CDC	Ukraine	PB	RFA #109	GIPANIS - 2	Odesa	June Richey	05/02/98	05/30/98
CDC	Ukraine	R	RFA #069	EXCALIBUR	Odesa	Carl Vann	05/04/98	05/28/98
CDC	Ukraine	R	RFA #035	CONNECT I/Farlep Internet	Odesa	Janine Firpo	05/08/98	06/01/98
CDC	Ukraine	R	RFA #070	GIPANIS	Mykolayiv	Alex Swaab	05/11/98	05/22/98
CDC	Ukraine	R	RFA #072	PETROSPEK-KRYM	Crimea	Ray Robbins	05/14/98	06/12/98
CDC	Ukraine	PB	RFA #083	Institute of Market Relations (IMR)	Mykolayiv	Eugene Richey	05/17/98	05/30/98
CDC	Ukraine	R	RFA #057	Dnestr	Odesa	Stanley Jones	05/23/98	06/11/98
CDC	Ukraine	R	RFA #084	Mykolayiv Confectionery Factory JSC	Mykolayiv	Douglas Allen	06/01/98	06/26/98
CDC	Ukraine	R	RFA #053	Ocean Shipyard 1	Mykolayiv	Hans Schaefer	06/02/98	06/30/98
CDC	Ukraine	R	RFA #063	Tornado, Ltd.	Odesa	Charles Morgan	06/10/98	07/01/98
CDC	Ukraine	R	RFA #037	Kaalbye, Ltd.	Odesa	Douglas Upshaw	06/15/98	06/28/98
CDC	Ukraine	PB	RFA #138	Kiev-Stan	Odesa	Ed Tarpinian	06/20/98	07/03/98
CDC	Ukraine	R	RFA #076	DAKOS	Crimea	Bruce Pirnie	06/28/98	07/13/98
CDC	Ukraine	R	RFA #031	Topaz	Odesa	Herb Pocklington	07/06/98	07/25/98
CDC	Ukraine	R	RFA #042	Tesmi JSC	Mykolayiv	Louis Talero	07/13/98	08/06/98
CDC	Ukraine	R	RFA #137	Ariel	Odesa	Bruce Pirnie	07/13/98	07/30/98
CDC	Ukraine	R	RFA #080	Virtus	Odesa	Gerald Hart	07/20/98	08/07/98
CDC	Ukraine	PB	RFA #113	Falcon 1	Kherson	Virgil Conrad	07/20/98	07/28/98
CDC	Ukraine	R	RFA #097	Artel	Mykolayiv	Tomas Murrey	07/28/98	09/07/98
CDC	Ukraine	PB	RFA #143	NewBizNet	Kherson	Herb Pocklington	07/28/98	08/12/98
CDC	Ukraine	R	RFA #114	Falcon 2	Kherson	Gregory Rangel	08/03/98	08/18/98
CDC	Ukraine	R	RFA #081	Kuyalnik Resort	Odesa	John Ormeric	08/04/98	08/24/98
CDC	Ukraine	R	RFA #105	Ikar	Odesa	Fred Krieger	08/05/98	09/05/98
CDC	Ukraine	PB	RFA #100	Prenetal Clinic Center	Odesa	Gerald Hart	08/10/98	09/01/98
CDC	Ukraine	R	RFA #118	Krymmebel	Crimea	Charles O'Brien	08/10/98	08/29/98
CDC	Ukraine	R	RFA #147	OFMBI	Odesa	Christopher Shove	08/15/98	08/29/98
CDC	Ukraine	R	RFA #108	Alfa-Theater	Odesa	Louis George	08/19/98	09/03/98
CDC	Ukraine	R	RFA #130	Neptun	Crimea	Douglas Tarpinian	08/24/98	09/14/98
CDC	Ukraine	R	RFA #071	KMB, Ltd.	Odesa	Edmund Fitzgerald	08/25/98	09/18/98
CDC	Ukraine	R	RFA #077	COALESCENT	Crimea	Tom Webster	08/25/98	09/18/98
CDC	Ukraine	R	RFA #054	Zavod Krystal JSC	Mykolayiv	Hal Koenig	08/27/98	09/11/98
CDC	Ukraine	PB	RFA #117	Help	Odesa	Herb Pocklington	09/01/98	10/09/98
CDC	Ukraine	R	RFA #126	Student-Plus	Crimea	John Warner	09/04/98	10/02/98
CDC	Ukraine	R	RFA #157	Montazhnik-88	Odesa	Russell Hobbs	09/09/98	10/07/98
CDC	Ukraine	R	RFA #162	Vegeta	Odesa	John Brssenden	09/09/98	10/16/98

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CDC	Ukraine	PB	RFA #169	Dal	Odesa	Russel Hobbs	09/09/98	10/07/98
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CDC	Ukraine	R	RFA #161	Crimea Insurance Company (CIC)	Crimea	Norman Green	09/10/98	10/07/98
CDC	Ukraine	PB	RFA #164	Odesa House of Scientists/HSSimp	Odesa	Fred Krieger	09/10/98	09/20/98
CDC	Ukraine	R	RFA #170	Dal-2	Odesa	Linda Hobbs	09/10/98	10/08/98
CDC	Ukraine	PB	RFA #102	GregsIm	Crimea	John Warner	09/11/98	10/02/98
CDC	Ukraine	R	RFA #082	UkrTerMoBud	Mykolayiv	Steven Postol	09/13/98	10/09/98
CDC	Ukraine	PB	RFA #086	Equita (Cardio)	Kyiv	Kenneth Whipple	09/14/98	10/03/98
CDC	Ukraine	R	RFA #090	Center of Innovation & Investments JSC/	Mykolayiv	Richard Nelson	09/14/98	10/03/98
CDC	Ukraine	R	RFA #119	Alen	Crimea	James Wolfe	09/14/98	09/25/98
CDC	Ukraine	PB	RFA #165	Semander	Crimea	Norman Green	09/14/98	10/09/98
CDC	Ukraine	PB	RFA #185	Dialir	Kyiv	Kenneth Whipple	09/14/98	10/03/98
CDC	Ukraine	PB	RFA #186	Clinic of New Medical Technologies (CN	Kyiv	Kenneth Whipple	09/14/98	10/03/98
CDC	Ukraine	PB	RFA #187	Committee	Kyiv	Kenneth Whipple	09/14/98	10/03/98
CDC	Ukraine	PB	RFA #142	Innovation Center	Odesa	Fred Krieger	09/21/98	10/03/98
CDC	Ukraine	R	RFA #131	Londonskaya	Odesa	Thomas Tait	09/23/98	10/03/98
CDC	Ukraine	PB	RFA #168	Krasnaya	Odesa	Thomas Tait	09/23/98	10/02/98
CDC	Ukraine	R	RFA #067	Allur	Odesa	Kim Halby	09/24/98	10/21/98
CDC	Ukraine	PB	RFA #152	Akkarzha	Odesa	Fred Krieger	10/01/98	10/23/98
CDC	Ukraine	R	RFA #151	Pilgrim	Crimea	Robert Poorman	10/02/98	11/04/98
CDC	Ukraine	PB	RFA #173	Rybinvestbrok	Crimea	Norman Green	10/05/98	10/12/98
CDC	Ukraine	PB	RFA #112	Consumer Society	Crimea	Norman Green	10/06/98	10/20/98
CDC	Ukraine	R	RFA #133	Evro-obuv	Kherson	Austin Wood	10/06/98	10/20/98
CDC	Ukraine	R	RFA #139	KHI	Kherson	Michael Beaudoin	10/06/98	10/20/98
CDC	Ukraine	PB	RFA #181	OKTRANS	Crimea	John Warner	10/06/98	10/21/98
CDC	Ukraine	R	RFA #145	SeaFactor	Crimea	Cathy Scherer	10/08/98	10/24/98
CDC	Ukraine	R	RFA #148	BaltaMilk	Odesa	Michael Sheedy	10/08/98	10/29/98
CDC	Ukraine	R	RFA #116	Evolux	Crimea	Phillip Lewis	10/09/98	10/23/98
CDC	Ukraine	R	RFA #115	Gracia	Crimea	Jack Matkin	10/11/98	10/30/98
CDC	Ukraine	R	RFA #132	Autodetal-2	Odesa	Harold Garfinkel	10/11/98	10/31/98
CDC	Ukraine	PB	RFA #098	YUGRYBSTROY JSC	Crimea	John Warner	10/12/98	10/26/98
CDC	Ukraine	PB	RFA #129	Fact	Odesa	Fred Krieger	10/12/98	10/26/98
CDC	Ukraine	PB	RFA #175	Laskowji Krim	Crimea	Norman Green	10/13/98	10/28/98
CDC	Ukraine	PB	RFA #210	Photoservice	Crimea	John Warner	10/16/98	10/31/98
CDC	Ukraine	PB	RFA #176	Gerakleya Travel Agency	Crimea	Norman Green	10/19/98	10/30/98
CDC	Ukraine	PB	RFA #190	Dasha	Crimea	Norman Green	10/19/98	10/30/98
CDC	Ukraine	PB	RFA #200	Consulting Co	Crimea	Norman Green	10/19/98	10/30/98
CDC	Ukraine	PB	RFA #211	Milk Plant	Crimea	John Warner	10/19/98	11/02/98
CDC	Ukraine	R	RFA #136	Akvatoria Port	Crimea	Joseph Babinski	10/20/98	11/07/98
CDC	Ukraine	PB	RFA #205	Sea Trafic	Crimea	Norman Green	10/23/98	11/18/98
CDC	Ukraine	R	RFA #092	Maya-2, Ltd.	Odesa	William Eames	10/24/98	11/06/98
CDC	Ukraine	R	RFA #174	IlyichevskVneshTrans (IVT)	Odesa	Charles Ziel	10/26/98	11/07/98
CDC	Ukraine	PB	RFA #177	Yugrybstroy-2	Crimea	John Warner	10/26/98	11/09/98
CDC	Ukraine	PB	RFA #208	Health Resort Service	Crimea	Norman Green	10/26/98	11/13/98
CDC	Ukraine	PB	RFA #189	Tur Etno	Crimea	Fred Krieger	10/27/98	10/29/98
CDC	Ukraine	R	RFA #095	Baikal - 90	Crimea	Glenn Stelzer	10/28/98	11/25/98
CDC	Ukraine	R	RFA #096	ESCO - 2	Odesa	Donald Gaertner	10/28/98	11/13/98
CDC	Ukraine	PB	RFA #213	INDSTROYSERVICE	Crimea	John Warner	10/30/98	11/13/98
CDC	Ukraine	R	RFA #110	Palistra - Gimnazia	Odesa	Elmer Wagner	11/02/98	11/27/98
CDC	Ukraine	PB	RFA #178	PhotoStar	Crimea	John Warner	11/02/98	11/17/98
CDC	Ukraine	PB	RFA #217	KrymBrook	Crimea	John Warner	11/04/98	11/18/98
CDC	Ukraine	R	RFA #146	Difo-2	Odesa	Dane Kite	11/09/98	11/26/98
CDC	Ukraine	PB	RFA #222	Tur Etno-2	Crimea	Norman Green	11/18/98	11/25/98
CDC	Ukraine	R	RFA #195	CDC-Training	Odesa	Peter Lee	11/25/98	12/10/98
CDC	Ukraine	R	RFA #150	Shevchuk	Odesa	Robert Cherry	11/30/98	12/29/98
CDC	Ukraine	R	RFA #191	Foresight	Odesa	Frank Pucelik	12/01/98	12/14/98
CDC	Ukraine	R	RFA #123	Ellada	Crimea	Rink Wheeler	12/05/98	12/21/98
CDC	Ukraine	R	RFA #207	Allur-2	Odesa	Tommy Lee	12/05/98	12/15/98
CDC	Ukraine	PB	RFA #154	Manager Plus	Odesa	Peter Lee	12/09/98	12/23/98
CDC	Ukraine	R	RFA #184	YMI-2	Crimea	Michael Trebesh	12/09/98	12/21/98
CDC	Ukraine	R	RFA #121	RadioRocks	Crimea	Ellen McConville	12/13/98	12/27/98
CDC	Ukraine	R	RFA #149	Zemvol Cafe	Odesa	Gregory Rangel	12/13/98	12/28/98
CDC	Ukraine	PB	RFA #194	Odesa State University	Odesa	Frank Pucelik	12/15/98	12/31/98
CDC	Ukraine	PB	RFA #197	CDC-Training	Crimea	Peter Lee	12/28/98	01/09/99
CDC	Ukraine	PB	RFA #198	Fortuna	Odesa	Frank Pucelik	01/01/99	01/15/99
CDC	Ukraine	R	RFA #221	Sonarus	Odesa	Tom March	01/08/99	01/23/99
CDC	Ukraine	R	RFA #140	Dialog	Crimea	James Dangelo	01/10/99	01/29/99
CDC	Ukraine	R	RFA #144	Linguist Center	Crimea	Richard Carreno	01/11/99	01/24/99
CDC	Ukraine	PB	RFA #214	Business Service	Odesa	Peter Lee	01/11/99	01/25/99
CDC	Ukraine	PB	RFA #153	OZOM	Odesa	Peter Lee	01/12/99	02/15/99
CDC	Ukraine	R	RFA #215	Pilgrim-2	Crimea	Glen Dulmage	01/15/99	02/15/99
CDC	Ukraine	R	RFA #206	Plastic Surgery Clinic	Odesa	Roger O'Connor	01/16/99	02/07/99
CDC	Ukraine	R	RFA #232	HMI	Odesa	Frank Pucelik	01/16/99	01/31/99
CDC	Ukraine	R	RFA #135	Meteks	Crimea	John McCurrach	01/18/99	02/05/99
CDC	Ukraine	R	RFA #158	Professional Select	Odesa	Richard Dahl	01/18/99	02/16/99
CDC	Ukraine	R	RFA #160	Sandmarket	Crimea	Robert Griffin	01/18/99	02/05/99
CDC	Ukraine	R	RFA #193	Linguist Center-2	Crimea	Marjorie McCurrach	01/21/99	02/05/99
CDC	Ukraine	R	RFA #087	Distribution of Products (DP - 2)	Odesa	Donald Liebich	01/22/99	02/19/99
CDC	Ukraine	R	RFA #111	Futurum	Odesa	Marcia Liebich	01/22/99	02/19/99
CDC	Ukraine	PB	RFA #196	CDC-Interpreters Training	Odesa	Peter Lee	01/22/99	02/05/99
CDC	Ukraine	R	RFA #223	Odessa Cooking Oil	Odesa	Richard Stanley	01/25/99	02/05/99
CDC	Ukraine	R	RFA #235	Afghan Veterans	Odesa	Frank Pucelik	02/01/99	02/14/99
CDC	Ukraine	R	RFA #236	Pilgrim-3	Crimea	Pamela Elrich	02/04/99	03/05/99
CDC	Ukraine	R	RFA #234	Fortuna-2	Odesa	Frank Pucelik	02/15/99	02/28/99

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CDC	Ukraine	R	RFA #233	OZOM - 2	Odesa	Peter Lee	02/16/99	03/16/99
CDC	Ukraine	R	RFA #199	Interterminal-2	Odesa	Peter Lee	02/22/99	03/22/99
CDC	Ukraine	R	RFA #238	HMI - 2	Odesa	Frank Pucelik	03/01/99	03/14/99
CDC	Ukraine	R	RFA #240	Afghan Veterans-2	Odesa	Frank Pucelik	03/16/99	03/31/99
CDC	Ukraine	R	RFA #242	OZOM - 3	Odesa	Peter Lee	03/22/99	04/22/99
CDC	Ukraine	R	RFA #237	Pilgrim-4	Crimea	Pamela Elrich	03/29/99	04/25/99
CDC	Ukraine	R	RFA #241	Europroduct	Odesa	Frank Pucelik	04/01/99	04/15/99
CDC	Ukraine	R	RFA #239	Odesa State University-2	Odesa	Frank Pucelik	04/15/99	04/29/99
CDC	Ukraine	R	RFA #243	Business Service-2	Odesa	Peter Lee	04/23/99	05/22/99
CDC	Ukraine	R	RFA #244	NLP	Odesa	Frank Pucelik	05/01/99	05/14/99
CDC	Ukraine	R	RFA #245	DST	Odesa	Frank Pucelik	05/15/99	05/29/99

CDC	Ukraine	R	n/a	STPJ	Mykolayiv	Sindy Killion	08/22/99	09/10/99
IESC	Ukraine	R	29565	PARD	Kyiv	John Burbidge	10/23/96	11/21/96
IESC	Ukraine	R	29658	Goodwill Industries	Kharkiv	Linda Saleski	11/07/96	11/29/96
IESC	Moldova	R	29685	Arthur Andersen (Acctng)	Chisinau	Harold Holen	01/16/97	03/05/97
IESC	Moldova	R	29687	Arthur Andersen (Acctng)	Chisinau	Alphonse Taillon	01/16/97	02/26/97
IESC	Ukraine	R	29467	Strategy Institute for Entrepreneurship	Dnipropetrovsk	Kenneth Copp	01/21/97	04/18/97
IESC	Moldova	R	29794	CPBR (Financial Acctng)	Chisinau	Joseph McFadden	01/23/97	04/22/97
IESC	Ukraine	ABLE	A3056	Sambir Liapor Factory	Kyiv	Experts in USA	01/25/97	02/13/97
IESC	Moldova	R	29649	CPBR (Financial Acctng)	Chisinau	Miguel Castillo	02/02/97	03/16/97
IESC	Moldova	R	29793	CPBR (Financial Acctng)	Chisinau	James O'Brien	02/04/97	05/02/97
IESC	Ukraine	R	29520	PADCO	Kyiv	Thomas Byrne	02/04/97	04/02/97
IESC	Ukraine	R	30007	ALPHA, Ltd.	Zhytomir	David Wagner	02/10/97	03/11/97
IESC	Ukraine	PB	30407	Kharkiv Regional Business Assist. Cent.	Kharkiv	Robert Page	03/03/97	04/04/97
IESC	Ukraine	R	29954	Kamyanka-Bouzka Chamber of Commer	L'viv	Heather Jaffan-Leits	03/20/97	04/22/97
IESC	Ukraine	R	29972	KHARKOVAVTOTRANS	Kharkiv	Louis Wilking	03/22/97	04/16/97
IESC	Ukraine	R	29941	Yuzhny Bereg Farm	Odesa	Hugh Moore	04/03/97	05/12/97
IESC	Ukraine	R	29791	L'viv Seeds Cooperative Assoc	L'viv	Charles Ziel	04/07/97	04/25/97
IESC	Moldova	R	30072	CPBR (Financial Acctng)	Chisinau	Robert Wolmering	04/08/97	05/27/97
IESC	Moldova	R	30073	CPBR (Financial Acctng)	Chisinau	John McGinty	04/10/97	05/16/97
IESC	Ukraine	R	29955	Feodosia Institute of Mgmt. & Bus	Crimea	David Sussman	04/17/97	05/12/97
IESC	Ukraine	R	30075	LIDER Industrial Cooperative	Dnipropetrovsk	William Sacks	04/17/97	05/13/97
IESC	Ukraine	R	30231	Mykolayiv Agro-Industrial Fund	Mykolayiv	Fletcher Reel	04/23/97	05/20/97
IESC	Ukraine	R	30069	Zakarpattya Hotel	Zakarpattya	Johannes Lauer	05/03/97	06/04/97
IESC	Ukraine	R	30081	Provesin Agro Firm	L'viv	Earl Nelson	05/07/97	06/02/97
IESC	Ukraine	R	30268	Chernivtsi Wood (Furniture) Co /Integrat	Chernivtsi	Arthur Zohn	05/07/97	05/21/97
IESC	Ukraine	R	30263	CAE "SCHORS"	Zhytomir	Earl Hodgkins	05/12/97	07/11/97
IESC	Ukraine	R	30196	Va Bank JSC	Kyiv	Langedon Bell	05/20/97	06/24/97
IESC	Moldova	R	28893	IMATA (Financial Mgmt.)	Chisinau	David Brown	05/27/97	06/20/97
IESC	Ukraine	R	30617	Ministry Environ/CH2M HILL (Chief Ecol	Kyiv	John Marlar	05/27/97	11/13/97
IESC	Ukraine	R	30270	Perekhid Media	Kyiv	Harold Levine	05/29/97	06/20/97
IESC	Ukraine	R	30561	SynteZ NGO	Kharkiv	Norman Barres	06/03/97	07/02/97
IESC	Ukraine	R	30180	New Life NGO	Kyiv	Linda Saleski, Jenis	06/05/97	06/25/97
IESC	Ukraine	R	30481	Ternopil Entrepreneurs' League	Ternopil	Jaroslav Komarynsk	06/05/97	06/26/97
IESC	Moldova	PB	30161	Marat, Ltd. (Business Plan)	Chisinau	Hans Lauer	06/07/97	07/05/97
IESC	Ukraine	R	30412	Vnilek Kerammash JSC/Marketing	Donetsk	Alan Kinder	06/07/97	07/03/97
IESC	Moldova	R	30074	CPBR (Mngmt & Mrktg I)	Chisinau	Gordon Swaney	06/16/97	07/25/97
IESC	Ukraine	PB	30562	PROMIN NGO/Union of Kharkiv	Kharkiv	Norman Barres	06/18/97	07/03/97
IESC	Ukraine	R	30113	PRIVATBANK	Dnipropetrovsk	Michael Nichols	06/19/97	07/17/97
IESC	Ukraine	ABLE	A3281	Nails Ltd.	Khmelnyskiy	Experts in USA	06/20/97	07/09/97
IESC	Ukraine	USVE	30668	LIDER Industrial Cooperative	USA	William Sacks	06/25/97	12/31/97
IESC	Ukraine	R	30319	GALA-CAPITAL	Dnipropetrovsk	Herbert Pocklington	07/08/97	08/14/97
IESC	Ukraine	R	30179	Trident Consulting	L'viv	Virginia Thiesen	07/09/97	08/05/97
IESC	Ukraine	R	30301	VESELKA	Chernivtsi	Irving Lowell	07/09/97	08/04/97
IESC	Ukraine	R	30413	Feodosiya Trade Center	Crimea	Ernest Hensinger	07/09/97	07/30/97
IESC	Ukraine	R	30056	ILLYUZION I	Kharkiv	Cristine Brown	07/22/97	08/02/97
IESC	Ukraine	R	30713	ILLYUZION II	Kharkiv	Alan Brown	07/22/97	08/02/97
IESC	Ukraine	R	30261	MSI Environmental Program	Ivano-Frankivsk	William Wright	07/29/97	08/18/97
IESC	Ukraine	R	30227	Verhnedneprovsk Butter & Cheese	Dnipropetrovsk	Joseph McKeon	07/31/97	08/26/97
IESC	Ukraine	R	30410	REMA JSC	L'viv	Wayne Cunningham	08/01/97	08/28/97
IESC	Ukraine	R	30702	Bolshevik Collectiv Agro Company	Crimea	Lawrence Beauregar	08/01/97	08/14/97
IESC	Ukraine	R	30318	U. G. & Bessarabia Company	Odesa	Eugene Hosmer	08/04/97	09/01/97
IESC	Ukraine	R	30256	Kharkiv Regional Business Center	Kharkiv	Barron Schoder	08/06/97	08/28/97
IESC	Ukraine	R	30892	Omni Sphere Trade, Ltd.	L'viv	Bohdan Fedorowycz	08/12/97	10/31/97
IESC	Ukraine	R	30223	MIK, Ltd. Auditing Company	Kharkiv	Andrew Potts	08/14/97	09/03/97
IESC	Moldova	R	29785	Barents Group LLC (Tax Reform)	Chisinau	Harold Holen	08/25/97	10/12/97
IESC	Moldova	R	29786	Barents Group LLC (Tax Reform)	Chisinau	James Newman, Jr	08/25/97	10/31/97
IESC	Ukraine	R	30403	Korop Agrotechservice	Chernigiv	Mauns Williamson	08/26/97	09/22/97
IESC	Ukraine	R	30262	ALMAZINSTRUMENT	L'viv	John Galvin	08/27/97	09/17/97
IESC	Ukraine	R	30707	Integral - 2 Cooperative	Crimea	Robert Jiranek	09/10/97	10/05/97
IESC	Ukraine	PB	30302	PBSF Support Fund	Dnipropetrovsk	Jerome Bartholomay	09/13/97	10/15/97
IESC	Ukraine	R	30952	Kharkiv Art Gallery	Kharkiv	Patricia Haueter	09/14/97	09/14/97
IESC	Ukraine	R	30727	Eastern Economist	Kyiv	Gary Lopenzina	09/16/97	09/24/97
IESC	Ukraine	R	30005	Dnipropetrovs'k Business Center (IFC)	Dnipropetrovsk	Jerome Bartholomay	09/17/97	10/13/97
IESC	Ukraine	R	30404	DAPO-CONSULT/KRICC	Kyiv	Robert Hoch	09/22/97	10/15/97
IESC	Ukraine	R	31096	Ternopil Inst. for Econ. & Entrepr.	Ternopil	Jaroslav Komarynsk	09/24/97	10/19/97
IESC	Ukraine	R	30830	Iceberg, Ltd.	L'viv	Barron Gray	09/26/97	10/21/97
IESC	Ukraine	R	30563	SPHI JSC/Slavyansk Plant	Donetsk	Dwight Brown	09/30/97	11/09/97
IESC	Ukraine	R	30887	Nove Zhittia	Kyiv	Wesley Szpitalak	10/01/97	10/16/97
IESC	Ukraine	R	30678	Ukrainian Union Indust/Entrep. NGO	Kyiv	Philip Gasteyer	10/02/97	10/28/97
IESC	Ukraine	R	30828	Medical Technical Systems	L'viv	Barry Cohen	10/06/97	10/30/97
IESC	Ukraine	R	30718	NEO Technical Company	Kharkiv	George Wiant	10/08/97	10/31/97
IESC	Ukraine	R	30477	ALPHA JSC	Donetsk	Richard Kahlson	10/15/97	11/12/97
IESC	Ukraine	R	30716	Slobozhanshchina NGO	Kharkiv	Phyllis Gillie	10/22/97	11/13/97
IESC	Ukraine	R	30728	Lyvarnyk Company	L'viv	Neal Cox	11/13/97	12/12/97
IESC	Ukraine	R	29790	ECON Consulting	Kharkiv	Andrew Potts	11/24/97	12/03/97
IESC	Ukraine	USVE	31288	Almazinstrument JSC	L'viv/USA	John Galvin	11/24/97	05/24/98
IESC	Ukraine	R	31229	First Investment Bank	Kyiv	William Moore	01/14/98	03/06/98
IESC	Moldova	ABLE	A3372EU	Carbochimica	Chisinau	Experts in USA	01/20/98	02/15/98
IESC	Ukraine	R	30541	Selkhozkhimbyt JSC	Lugansk	John Kratky	01/22/98	02/09/98
IESC	Ukraine	R	31504	IITP Advertising	Dnipropetrovsk	George Sapin	01/29/98	02/25/98
IESC	Ukraine	R	31210	Slavsky Recreation Center	L'viv	Eleanor Leslie	02/11/98	03/02/98
IESC	Ukraine	R	30303	LARGON Company	Donetsk	Andrew Dworkis	03/04/98	03/20/98

IESC	Ukraine	ABLE	A3173	Union-Expo	Kyiv	Experts in USA	03/16/98	04/02/98
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IESC	Ukraine	R	31035	Zeleny Svit NGO	Dnipropetrovsk	Hugo John	03/18/98	04/14/98
IESC	Ukraine	R	31279	Dnipro-Beskyd Hotel Complex	L'viv	William Brand	03/20/98	04/13/98
IESC	Ukraine	PB	31801	Society for the Protection of Animals/SO	Kyiv	Andrew Dworkis	03/21/98	03/24/98
IESC	Ukraine	R	31879	Kharkiv Regional Business Assist. Cent.	Kharkiv	Fred Doennebrink	04/01/98	04/26/98
IESC	Ukraine	R	31537	Omni Sphere Trade, Ltd.	L'viv	Bohdan Fedorowycz	04/06/98	08/27/98
IESC	Ukraine	R	31308	Karagol Company (Hotel)	Crimea	Chester Winter	04/08/98	05/04/98
IESC	Ukraine	R	31337	Zmiyov Business & Cult. Center	Kharkiv	Bertil Agell	04/08/98	04/30/98
IESC	Ukraine	R	31407	Zaporizhya Tire Restoring Fact.	Zaporizhia	Robert Metzger	04/17/98	05/17/98
IESC	Ukraine	R	31474	Stroydormash JSC	Kyiv	James Kercheval	04/21/98	05/14/98
IESC	Ukraine	R	31540	Talant, Ltd.	Kharkiv	Harold Albin	04/28/98	05/23/98
IESC	Ukraine	PB	31691	Kharkiv Regional Business Assist. Cent./	Kharkiv	Bertil Agell	05/01/98	06/06/98
IESC	Ukraine	R	31213	Byelyi Gorod	Sumy	Clifford Thatcher	05/06/98	06/03/98
IESC	Ukraine	R	31689	Kharkiv Regional Business Assist. Cent./	Kharkiv	Joseph Kagan	05/12/98	10/29/98
IESC	Ukraine	R	31498	L'viv branch of Garant-Avto	L'viv	Robert Beltz	05/20/98	06/12/98
IESC	Ukraine	R	31913	Budexpress Company	L'viv	John Stenvall	05/20/98	06/11/98
IESC	Ukraine	R	31693	Kharkiv Regional Business Assist. Cent./	Kharkiv	John Waight	05/21/98	06/15/98
IESC	Ukraine	PB	31692	Kharkiv Regional Business Assist. Cent./	Kharkiv	Fred Donnebrink	05/22/98	06/08/98
IESC	Ukraine	R	31418	Avtozaz-Consulting	Zaporizhia	Jerry Hopper	05/27/98	06/11/98
IESC	Moldova	R	31980	Moldovan Accounting Reform Project#1	Chisinau	Kenneth MacLeod	06/01/98	08/06/98
IESC	Ukraine	R	31567	Stroycomplect, Ltd.	Dnipropetrovsk	Seymour Feerst	06/01/98	07/01/98
IESC	Ukraine	R	31416	L'viv Factory of Reinforced Conc	L'viv	Paul Stoms	06/03/98	06/17/98
IESC	Ukraine	R	31979	OLVIJA Corporation	Dnipropetrovsk	Herbert Poklington	06/03/98	07/05/98
IESC	Moldova	R	31195	Banking Financial Center	Chisinau	Albert Barr	06/05/98	07/03/98
IESC	Moldova	R	30965	Compet. & Product. Center (CPC)	Chisinau	Diane Wagner	06/13/98	07/21/98
IESC	Ukraine	R	31761	Euro-Transit Service JSC	L'viv	Jules Primm	06/18/98	07/15/98
IESC	Ukraine	R	32024	Kharkiv Regional Business Assist. Cent./	Kharkiv	Bruce Worcester	06/18/98	07/23/98
IESC	Ukraine	R	31509	UkrTransKor JSC	Kyiv	Richard Labas	06/26/98	07/14/98
IESC	Ukraine	R	31777	Soyuz Business Tour, Ltd. (SBT)	Kyiv	Corine Quarterman	06/30/98	07/28/98
IESC	Ukraine	R	31640	VEAS Company	L'viv	Leonard Schaffel	07/02/98	07/29/98
IESC	Ukraine	PB	32239	Talant JSC	Kharkiv	Bruce Worcester	07/07/98	07/23/98
IESC	Ukraine	R	31332	DIL, Ltd	Dnipropetrovsk	Robert Jiranek	07/08/98	08/03/98
IESC	Ukraine	PB	32238	Astoria JSC	Kharkiv	Bruce Worcester	07/08/98	07/23/98
IESC	Ukraine	PB	31683	Research Inst of Construction Industry	Dnipropetrovsk	Robert Jiranek	07/13/98	08/03/98
IESC	Ukraine	R	31789	Falvest Farm, Ltd.	Dnipropetrovsk	John Mahan	07/14/98	08/10/98
IESC	Ukraine	R	31911	PromGazApparat JSC	Kyiv	Robert Lisbon	07/15/98	09/03/98
IESC	Ukraine	R	32173	International Business and Tech Cons.	Kyiv	Hans Jacobsthal	07/28/98	09/02/98
IESC	Ukraine	R	31570	Lyudmila, p e	Cherkasy	Louis Wilking	08/04/98	08/28/98
IESC	Ukraine	USVE	32287	UKRTRANSKOR	Kyiv/USA	Richard Labas	08/17/98	10/02/98
IESC	Ukraine	R	32033	ESKO-TRANS	Dnipropetrovsk	Ralf Maronay	08/22/98	09/09/98
IESC	Ukraine	R	32263	Institute of Translation	Kyiv	Mildred Vasan	08/24/98	10/16/98
IESC	Ukraine	R	31495	Gostomel Scozavod JSC	Kyiv	Milton Baker	08/26/98	10/11/98
IESC	Ukraine	R	31799	Ukranalyt JSC	Kyiv	Srini Vasan	08/28/98	10/16/98
IESC	Ukraine	USVE	32365	LIDER Ltd.	USA	Robert Jiranek	09/01/98	
IESC	Moldova	R	32051	Moldovan Accounting Reform Project#3	Chisinau	Harold Holen	09/02/98	10/08/98
IESC	Ukraine	R	31622	L'viv Business Support Center/NewBizN	L'viv	Emery Polya	09/03/98	10/29/98
IESC	Ukraine	R	31914	Yusta, Ltd.	Kharkiv	Thomas Dean	09/07/98	09/08/98
IESC	Ukraine	R	31927	ILLS Company	Dnipropetrovsk	Benjamin Wiener	09/07/98	09/25/98
IESC	Moldova	R	32050	Moldovan Accounting Reform Project#2	Chisinau	Henry Hoversten	09/08/98	10/14/98
IESC	Ukraine	R	32265	Terra Inkognita Private Bus. Enterpr.	Sumy	Edward St John	09/09/98	10/21/98
IESC	Ukraine	R	32367	IMF & NBU	Kyiv	Curtis Faulkner	09/14/98	11/06/98
IESC	Ukraine	R	32368	IMF & NBU	Kyiv	James Herring	09/14/98	11/12/98
IESC	Ukraine	R	32370	IMF & NBU	Kyiv	James Massey	09/14/98	11/14/98
IESC	Ukraine	R	32371	IMF & NBU	Kyiv	William Holtmeyer	09/14/98	11/07/98
IESC	Ukraine	R	32372	IMF & NBU	Kyiv	Kenneth Swenson	09/14/98	11/06/98
IESC	Ukraine	R	32494	Dnipropetrovsk Business Center	Dnipropetrovsk	Linda Wiener	09/14/98	09/27/98
IESC	Ukraine	R	32119	Bohdan Concern JSC (Med. Center)	L'viv	Joan Pinck	09/16/98	10/01/98
IESC	Ukraine	PB	32120	TAIFUN Ltd.	Kharkiv	Thomas Dean	09/16/98	10/05/98
IESC	Ukraine	R	31016	Haldyzain	L'viv	James Vogland	09/17/98	10/07/98
IESC	Ukraine	R	31392	Nadezhda	Dnipropetrovsk	Michael Ripka	09/18/98	10/04/98
IESC	Ukraine	R	32250	Counterpart Meta Center	L'viv	James Catoline	09/21/98	07/08/99
IESC	Moldova	R	31629	Anduin, Ltd.	Chisinau	Harvey Jones	09/22/98	10/23/98
IESC	Ukraine	USVE	31313	Kharkivenergoremont JSC	Kharkiv	Richard Tourin	09/25/98	07/27/99
IESC	Ukraine	R	31475	Agency of Television News	Kharkiv	Thomas Hollingshea	09/26/98	10/24/98
IESC	Ukraine	R	32058	Dnipro-Beskyd Health Spa Complex	L'viv	Edvin Ayer	09/26/98	10/22/98
IESC	Ukraine	R	32117	SoftServe Ltd	L'viv	Richard Taylor	09/27/98	10/25/98
IESC	Ukraine	R	31894	Astron JSC	Ternopil	Gary Griffiths	10/02/98	10/27/98
IESC	Moldova	R	31877	ProBizNet Business Support Center	Chisinau	Gerald Berstell	10/03/98	10/29/98
IESC	Ukraine	R	32293	Meridian	Kyiv	Cecil Henn	10/03/98	10/31/98
IESC	Ukraine	R	31773	Kharkiv Information Agency	Kharkiv	Dennis DeMaine	10/05/98	10/31/98
IESC	Ukraine	PB	32600	Zdrav Reform	L'viv	Joan Pinck	10/05/98	10/09/98
IESC	Ukraine	R	32519	Pacific Northwest Lab	Kyiv	Fred Doennebrink	10/06/98	10/23/98
IESC	Ukraine	R	31895	School of Television and Press	Mykolayiv	John Jenks	10/07/98	11/04/98
IESC	Moldova	R	32259	Moldovan Accounting Reform Project#6	Chisinau	Kenneth MacLeod	10/08/98	11/06/98
IESC	Ukraine	R	32032	AITI Advertising Agency	Kyiv	Stephen Tart	10/12/98	11/10/98
IESC	Ukraine	R	31767	Quant JSC	Ternopil	Neal Cox	10/16/98	11/12/98
IESC	Ukraine	R	32355	Avtovantazhmash	L'viv	Bruce Worcester	10/16/98	11/14/98
IESC	Ukraine	USVE	32480	Kommunar Product	Kharkiv/USA	Bohdan Fedorowycz	10/16/98	
IESC	Ukraine	R	32254	Olvija Corporation	Dnipropetrovsk	Harold Brainerd	10/21/98	11/17/98
IESC	Moldova	R	31496	Assoc. of Prof Acconts & Audits RM (APA	Chisinau	Ralph Tarrant	10/27/98	12/04/98
IESC	Moldova	R	32255	Moldovan Accounting Reform Project#5	Chisinau	James Hobbs	10/27/98	12/21/98
IESC	Ukraine	PB	32617	Ukrtechcom	Kyiv	Bruce Worcester	11/04/98	11/14/98
IESC	Ukraine	R	32261	Counterpart Meta Center	L'viv	John LeGros	11/07/98	04/30/99

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IESC	Ukraine	R	32201	VENUS Ltd.	Kharkiv	Michael Lawrence	11/13/98	12/09/98
IESC	Ukraine	R	32115	Business & Culture Private School	Dnipropetrovsk	John Pickering	11/17/98	12/06/98
IESC	Ukraine	R	32505	IESC #2/Long Term	Kharkiv	Laurence DeMark	11/19/98	03/29/99
IESC	Ukraine	R	32299	TechnoMet Co. Ltd.	Kyiv	James Bradley	11/21/98	12/18/98
IESC	Ukraine	R	30057	SENSE, Ltd.	Kharkiv	Laurence DeMark	11/23/98	12/17/98
IESC	Moldova	ABLE	A3583	ELIRI S A	Chisinau		12/02/98	02/08/99
IESC	Ukraine	USVE	32497	Venus	Kharkiv/USA	Mickey Foley	01/01/99	
IESC	Ukraine	R	32503	IESC #1/Long Term	Kharkiv	Jack Getman	01/12/99	06/09/99
IESC	Ukraine	R	32554	Cork Style Ltd.	Dnipropetrovsk	John Butler	01/13/99	01/27/99
IESC	Ukraine	USVE	32718	School of Television and Press	Mykolayiv	John Jenks	01/20/99	04/10/99
IESC	Ukraine	USVE	32783	Business & Culture Private School	Dnipropetrovsk	John Pickering	01/22/99	
IESC	Ukraine	PB	32876	Zemlya /LAND/ Association	Kharkiv	Jack Getman	01/22/99	03/05/99
IESC	Ukraine	PB	32877	Zmiyov Business and Cultural Center	Kharkiv	Laurence DeMark	01/22/99	03/05/99
IESC	Ukraine	R	33090	Kegychovka - XXI Century	Kharkiv	Laurence DeMark	01/26/99	03/05/99
IESC	Ukraine	PB	32555	Intervik	Dnipropetrovsk	John Butler	01/28/99	02/09/99
IESC	Ukraine	PB	33120	RIK Ltd.	Kharkiv	Laurence DeMark	02/15/99	03/29/99
IESC	Ukraine	PB	32727	KOOP-Invest	Kyiv	Donna Drammond	03/05/99	03/18/99
IESC	Ukraine	R	33062	Danapris-film	Kyiv	Jeffery Alden	03/14/99	03/18/99
IESC	Ukraine	R	32618	Kamenka Bugsky Parquet Factory	L'viv	Charles Hawkins	04/07/99	04/30/99
IESC	Ukraine	R	32854	IRIOLA Company	Dnipropetrovsk	Herbert Pocklington	04/12/99	05/14/99
IESC	Ukraine	R	32784	Trade & Manufacturing Center JSC	Dnipropetrovsk	George Donovan	04/13/99	05/05/99
IESC	Ukraine	R	33182	Trade & Manufacturing Center JSC	Dnipropetrovsk	Barbara Donovan	04/15/99	05/12/99
IESC	Ukraine	R	32298	MAXI METAL_GROUP Ltd.	Dnipropetrovsk	Thomas Noyes	04/19/99	04/30/99
IESC	Ukraine	R	32793	Trotolla	L'viv	Peter de Lemos	04/19/99	05/18/99
IESC	Ukraine	PB	33221	Dnipropetrovsk Business Center	Dnipropetrovsk	Thomas Noyes	04/20/99	04/29/99
IESC	Ukraine	R	32880	International Management Institute	Kyiv	David Carter	04/25/99	05/25/99
IESC	Ukraine	R	32725	Drohovich Chemical Pharmaceutical F.		Richard Broderick	05/05/99	06/04/99
IESC	Ukraine	R	32012	SOZDATEL Company	Dnipropetrovsk	George Donovan	05/06/99	05/11/99
IESC	Ukraine	PB	33342	Zemlya Association	Kharkiv	Jack Getman	05/10/99	06/09/99
IESC	Ukraine	PB	33121	Avito Ltd.	Dnipropetrovsk	Herbert Pocklington	05/17/99	06/21/99
IESC	Moldova	R	33202	Moldovan Accounting Reform Project	Chisinau	Kenneth MacLeod	05/25/99	06/25/99
IESC	Ukraine	R	31419	Voynkolovsnab	Lutsk	Paul Hirz	06/10/99	07/06/99
IESC	Ukraine	R	33245	L'viv Consulting Group	L'viv	Bruce Worcester	06/21/99	07/09/99
IESC	Ukraine	USVE	33370	International Management Institute	Kyiv	David Carter	06/22/99	06/26/99
IESC	Ukraine	R	32393	Falvest Farm Ltd.	Dnipropetrovsk	Donald Elliot	06/30/99	07/30/99
IESC	Ukraine	R	33306	Trotolla JSC	L'viv	Ruth Werner	07/09/99	08/04/99
IESC	Ukraine	PB	33365	Business Service Consulting	Sumy	Bruce Worcester	07/12/99	07/18/99
IESC	Ukraine	R	32614	Medicon Ltd.	Dnipropetrovsk	Gary Cooper	07/18/99	08/06/99
IESC	Ukraine	PB	33376	Geophysrylad Kyiv Plant	Kyiv	Bruce Worcester	07/19/99	07/24/99
IESC	Ukraine	R	32847	Acacia JSC	Dnipropetrovsk	Ronald Carlson	07/21/99	08/12/99
IESC	Ukraine	R	33320	International Management Institute (IMI)	Kyiv	David Carter	09/13/99	10/28/99

IESC	Moldova	R	33302	MARP	Chisinau	Benson	09/15/99	10/26/99
MBAEC	Ukraine	R	M 001	Chemonics	Kyiv	Cintia Bakle	10/01/96	10/18/96
MBAEC	Ukraine	R	M 003	NewBizNet	Odesa	Dean Caire	10/01/96	09/30/97
MBAEC	Ukraine	R	M 004	NewBizNet	Kharkiv	Gary Hoffman	10/01/96	11/30/96
MBAEC	Ukraine	R	M 007	NewBizNet	Kyiv	Linda Rogers	10/01/96	11/04/96
MBAEC	Ukraine	R	M 005	Universal Business Systems	Kyiv	Gary Hoffman	12/02/96	03/01/97
MBAEC	Ukraine	R	M 002	Invest-Consult	L'viv	Cintia Bakle	01/15/97	09/30/97
MBAEC	Ukraine	R	M 006	NewBizNet	Kharkiv	Gary Hoffman	03/02/97	12/31/97
MBAEC	Ukraine	R	M 023	Price Waterhouce	Kyiv	Gary Hoffman	06/16/97	07/23/97
MBAEC	Ukraine	R	M 008	IFC Business Center	Zhitomir	Alec Anderson	10/01/97	09/30/98
MBAEC	Ukraine	R	M 009	Balance Audit	Dnipropetrovsk	Laura Cinat	10/01/97	09/30/98
MBAEC	Ukraine	R	M 010	Universal Business Systems	Kyiv	Nicky Whittaker	10/01/97	09/30/98
MBAEC	Ukraine	R	M 011	NewBizNet	Kyiv	John Yancura	10/01/97	09/30/98
MBAEC	Ukraine	R	M 012	UFPA	Kyiv	Jim Magoon	03/01/98	10/10/98
MBAEC	Ukraine	R	M 013	Alliance	Kyiv	Eileen Andersen	03/02/98	09/30/98
MBAEC	Moldova	R	M 015	NewBizNet BSC	Chisinau	Joseph Gruber	10/01/98	
MBAEC	Ukraine	R	M 014	Balance Concern	Dnipropetrovsk	Elizabeth Painter	10/01/98	28/02/99
MBAEC	Ukraine	R	M 016	NewBizNet BSC	Zaporizhia	Matthew Adams	10/01/98	
MBAEC	Ukraine	R	M 017	ITRI of Loyola College/BID Program	Kyiv	Robert Shines	10/01/98	
MBAEC	Ukraine	R	M 018	Counterpart Meta Center (CMC)	L'viv	Kevin Lister	10/01/98	
MBAEC	Ukraine	R	M 019	Alliance	Kyiv	Christopher Brown	10/01/98	
MBAEC	Ukraine	R	M 020	FMI	Kyiv	Neal Charlston	10/01/98	
MBAEC	Ukraine	R	M 021	IESC	Kharkiv	Patrick Dodd	11/01/98	
MBAEC	Ukraine	R	M 022	IFC Business Center	Crimea	Andreas Nemickas	03/01/99	
MBAEC	Ukraine	R	M 028	Simferopol Business Center	Simferopol	Andreas Nemickas	05/01/99	04/30/00
MBAEC	Ukraine	R	M 027	UCPPS, Ltd	Kyiv	Zachary Rosen	09/15/99	10/30/99

Part 6 Close-out Activity - Staff Termination Documents

According to the Cooperative Agreement signed between IESC and USAID, the program now reported was scheduled to end on September 30, 1999. In June 1999, the Alliance partners submitted an unsolicited request for additional funding for a new program, to continue the Alliance work in both Ukraine and Moldova. Between June and September 1999, that proposal was modified and developed in cooperation with the USAID Kyiv Mission. The final result of the unsolicited request was:

- i) The Alliance was awarded a new Cooperative Agreement for a further 3 years program in Ukraine (only), commencing October 1, 1999.
- ii) USAID decided against extending the program in Moldova, however, granted a no-cost extension to the existing Cooperative Agreement, through December 31, 1999, allowing the Alliance to effect a phased close-out of the program in Moldova.

The Alliance partners began implementing the new Cooperative Agreement in Ukraine, on October 1, 1999 as planned. All existing equipment in Ukraine was transferred to the new program in accordance USAID Kyiv mission directives.

The Alliance terminated its operations in Moldova on December 31, 1999. The prescribed steps for a thorough and organized program close-out in Moldova included the termination of the Alliance office lease, severance of the one IESC local employee, the shipment of program files to the appropriate Alliance partner's headquarters (IESC and ACDI/VOCA) and financial files to IESC headquarters in Stamford, CT. The one ex-pat ACDI/VOCA employee in Moldova returned to the US as per his employment contract.

There was no equipment or assets in Moldova with an itemized value greater than \$5,000, i.e. the thresh-hold at which USAID permission had to be sought on its disposal. Acting on a directive from IESC, as prime grantee, under its Manual of Financial Policies:

- ACDI/VOCA equipment was transferred to ADSISTO an NGO providing technical consulting and training that ACDI/VOCA helped create in 1995. ACDI/VOCA has allowed ADSISTO to use its office space and equipment since then to help offset its operating costs on projects supported by funding from World Bank, USAID and the Council of Europe. The donation of equipment was seen as crucial to successfully launching ADSISTO as a completely independent organization.
- IESC equipment, comprising a five year old computer and printer, was completely amortized and written off IESC books as of no current value. It was donated to the former Country Director as part of his termination package.

In Ukraine, all existing offices continued to function without interruption through the transfer from the old program to the new one. However, the amount of the new program grant and scope of work proposed did not warrant the employment of all the existing Alliance staff. As budgeted and approved by USAID, the staffing level was cut from 42 to 32. In detail:

- the CoP office staffing was reduced from 5 to 3, employing one ex-pat, the CoP, in place of two ex-pats previously;

- IESC reduced its staffing from 19 to 9, all locals. One IESC staff member filled a vacant position in the Alliance office;
- ACIDI/VOCA maintained its staffing level at 14 locals and 1 ex-pat Country Director;
- CDC maintained its staffing level at 7 locals and 1 ex-pat Country Director.

All opportunities were taken to reassign non-essential staff to alternative employment within the new program. The termination of non-essential local staff was conducted in accordance with the local labor employment regulations. Copies of the original termination notices are included in this part of the report. All terminated local employees received three months' salary severance pay, as stipulated by local employment regulations. The Alliance's ex-pat staff returned to the US and did not receive severance pay, as per their contract of employment.

Part 7 **Hindering Factors, Lessons Learned and Conclusions**

Hindering Factors

This successful program has had few hindering factors that the Alliance management, with the full support and strong cooperation of the USAID mission, could not overcome. External factors, chiefly political in origin were the only exceptions.

The program, both in Ukraine and Moldova, was impacted by the fall-out from the financial crisis that took place in Russia in the summer of 1998. Many of the projects that were underway at the time, or planned for the future, were with clients that were severely hit by rapid devaluation of the ruble, the subsequent devaluation of hryvna and the increase in cost of imports. Such projects were at best interrupted, at worst cancelled as potential clients found they could no longer afford even the low-cost in-country provisions for the Alliance's volunteers. The subsequent loss of projects represented much unavoidable but nevertheless wasted effort on behalf of Alliance staff. The Alliance noticed a particularly strong business downturn for clients that were dealing with imported goods, as well as those who were seeking foreign partners and investors. The sudden rise in cost of imported goods did, however, allow many domestically owned and operated companies to capture a greater share of their market and the Alliance re-focused its attention on serving these companies.

Various Ukrainian social and political situations that developed over the course of the program also factored negatively into the Alliance's ability to generate clients, their ability to implement change and most of all on their attractiveness to potential western business partners and investors. Uncertainty about government policies, prices and availability of raw materials, fluctuating currency exchange rates, questionable bank stability, changes in governmental accounting and taxation standards, and varying degrees of law and tax enforcement, all these and more impacted generally on business development and negatively on the measurable long-term results of the program. More positively, the situation created market opportunities that the stronger companies could exploit. The requirement for an effective pre-screening and selection process for potential clients was not missed by the Alliance.

Lessons Learned

In examining the results of new innovations and collecting feedback from volunteers and client companies, the Alliance learned the following key lessons that will be the foundation of success for its new program:

- **Multiple interventions:** Due to the harsh challenges of transitioning economies and a historical lack of exposure to market practices, most companies require multiple assistance interventions to keep them engaged with the reform process. This became especially evident when the turbulent financial crisis hit Ukraine.

- **Collaboration:** No single technical assistance provider has all the necessary skills or financial resources to do multiple client interventions on the whole range of topics and scale required by most clients and business sectors. To ensure success, providers must work closely with other assistance groups and introduce their clients to the advantages to be gained from multiple program assistance. The new Manager of Information Services function within the Alliance CoP office was created in the new Alliance program in direct response to this perception.
- **Regional and Sector Focus:** Strong project management in the field is vital, since technical assistance has the greatest impact on economic development when directly responding to conditions in a specific region, in a specific sector and in the key companies in that sector. The new Alliance program has identified key regions and sectors in which technical assistance will be focussed for maximum impact.
- **Information Services from the Field:** Locally gained experience and specific on-the-job training on client evaluation and selection is a crucial element for all the Alliance's regional staff. Volunteers must increasingly be provided with specialized sector and client information either prior to arrival, or at the earliest point soon after arrival in-country. This information flow is required to create opportunities to reduce the project period, in turn creating opportunities for the volunteers (the majority having a fixed period of availability) to serve multiple clients before their departure. The new Alliance program envisages that at least 2 clients will be served by each volunteer arriving in-country, evidencing the advancements made in this respect.
- **Staff Development:** In order to successfully turn all key management positions over to Ukrainian nationals during the next program, it is imperative to promote staff development and training, and further, to ensure salaries and personal advancements retain and develop key local staff members for those management positions.
- **Delivering Results:** Not only USAID, but also the Alliance's clients expect clear results from our assistance, such as increased sales, decreased costs, access to western markets, products and investment, and increased customer base, etc. They expect and receive expert advice of the highest caliber and we in turn expect their cooperation in providing evidence of project results. In the completed program, the Alliance recognizes that insufficient attention was initially given to project tracking and follow-up, including collecting qualitative data and project results. This situation had been understood and addressed by the last year of the program. It has been further addressed under the new program and a unified project tracking and results evaluations procedure has been introduced under the function of the new Alliance Program Manager, within the CoP office.
- **Need for Cooperation with Finance Organizations:** Collaboration between technical assistance providers and financing sources is beneficial to everyone. It fills an immediate need for companies receiving assistance and helps investors find and develop projects in an uncertain environment. Presently the conditions for attracting

finance is unfavorable, there is also very little financing available from government supported funds, but the Alliance continues to support both clients and financing organizations, helping introduce one to the other and in satisfying each others needs.

- **Project Follow-up / BSO Support:** Follow-up with clients after an assignment is essential to ensuring quality of implementation of recommendations and keeping the client engaged with reform and market oriented management. It also allows the Alliance to see the results of our work. The new unified project evaluation system ensures systematic follow-up will take place under the new program. The new program envisages greater support of BSOs, which in turn will provide local capability to assist mutual clients to implement recommendations after the Alliance volunteers have left.
- **Cost Sharing with Clients:** The Alliance recognizes the need for all clients to share project costs. As soon as the market will allow, it is in the Alliance's interest to implement a plan for increasing the client's percentage of project costs with an eye toward fee-for-service. Such planning:
 - (1) helps ensure the client is committed to the project and recognizes the value of the service;
 - (2) leverages resources, allowing the Alliance to finance more projects;
 - (3) helps the Alliance to better understand the local consulting market and better prepare to operate as a donor -free organization;
 - (4) requires the staff to think "market" and "cost recovery" from the beginning, bridging the often difficult process of converting from a traditional non-profit; and,
 - (5) recognizes the inevitability of making a transition from government support and underpins the earliest possible shift to a successor organization.
- **Match the Service to the Need:** The Alliance has a high profile of project success and the great majority of its clients, especially in the areas previously served no longer question the motivation or abilities of US volunteers. The Alliance program is designed to recognize the client's need and to match volunteer's skills to solving that need. However, with a new recognition that USAID programs have created local organizations capable of serving the SME sector with high quality basic training and consulting services, with more donor funded programs being willing to share their own skills and resources than ever before, future Alliance activity will be able to concentrate on contributing volunteers skills and US business experience at a much higher level than ever.
- **Flexibility:** US assistance, national and local politics, and the reform process are unpredictable. The Alliance must be flexible and selective with the sectors it chooses to work in, so that the program can constantly strive to create positive impact on economic reform and local developing businesses within the region.

- **Multiple Markets:** Multiple markets and multiple suppliers create both competition and success for client products and some level of security against changing macro influences (political, financial and economic).
- **Multi-Level Services:** With the capabilities of regions and markets often changing quickly and with the great diversity within our own country's capacity and know-how, Alliance programs must be menu-driven with a variety of options available for business support organizations and enterprises operating in different environments and at very different levels of need. This will drive a "client mentality" and allow us to really service our clients' needs. Cooperation with BSOs will provide the local "pass through" capacity for transfer of US experience and know-how electronically to local consultants and onward to clients.
- **Keeping Volunteers Involved:** Volunteer advisors frequently continue to help organizations and enterprises upon returning home. The Alliance's ability to structure and support US based services and promote ongoing relations between clients and volunteers has provided significant and on-going opportunities to create trade and partnership links. This has turned out to be a key innovation for real success long-term. Under the new program the Alliance will promote future opportunities for having volunteers continue to work with clients while back in the United States.
- **Sustainability:** Sustainability is the objective both for clients and the Alliance program. The Alliance is focussed on not just performing a successful one-time technical assistance assignment but, where possible, delivering a rounded program of assistance through multiple interventions, sustaining an enterprise to become a successful market player. Cooperation with BSOs, particularly supporting those business centers started by USAID and helping them become a sustainable commercial service, is a goal of the new Alliance program. The Alliance will be looking for opportunities to initially cooperate and in the long-term merge its volunteer services with such successful organizations.

Conclusions

The Alliance's USAID funded program has made a significant contribution to economic development in Ukraine and Moldova through this volunteer based technical assistance program which has impacted approximately 1000 organizations and 5000 persons in Ukraine and 60 organizations and 300 persons in Moldova.

The legacy of the program is a network of better trained management, more market oriented and equipped to serve their markets. The organizations that have participated in the program have a better understanding of opportunities in their local and national market and how to realize them. Where appropriate the program has introduced opportunities to take advantage of trade with the US and to replicate successful foreign models of business.

Outside of business issues, under this program more than 500 Americans have visited Ukraine, and 60 have visited Moldova. They have left behind an unblemished profile of the very best that the US has to offer. They have taken away the immense gratitude and friendship of their clients, together with a valuable, positive insight to share with others about the country's potential as a developing democracy and future US trading partner. Above all they expressed a strong determination that they will return to do more good work here at the first available opportunity.

The Alliance is proud of the work it has completed under this program. However, its work is incomplete, as recognized by the new Cooperative Agreement and \$7.5 M funding that USAID has provided for its further 3 years program in Ukraine.