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FINAL PROGRAM REPORT
JULY 28, 1998 TO JANUARY 31, 2001
NGO SECTOR SUPPORT PROGRAM
IN THE RUSSIAN FEDERATION
USAID Contract No. 118-C-00-98-00132-00



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

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**Submitted to USAID/Moscow
by**

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I. INTRODUCTION

NGOSS BACKGROUND AND PROGRAM COMPONENTS

The United States Agency for International Development (USAID) designed the NGO Sector Support Program (NGOSS) in the Russian Federation to:

- A. Continue USAID's provision of organizational and financial management skills to selected members of the Russian NGO community, to assure the sustainability of these organizations during difficult economic conditions; and
- B. Promote collaboration between government officials and NGOs to create a favorable legal climate for the sustained, long-term growth of the NGO sector as a whole.

The Program was implemented by World Learning and the Center for NGO Support (CNGOS), a Russian NGO, from July 1998 to January 2001. The total value of the contract was \$5,150,000. These two organizations tapped into the technical resources of two U.S. institutional subcontractors, Management Systems International (MSI) (for monitoring and evaluation) and Research Triangle Institute (RTI) (for the municipal component), as well as a large pool of Russian and Western technical assistance providers.

Implementation activities were targeted at four components:

- **Component 1**
NGO Resource Center Networks in Siberia, Southern Russia, Novgorod Oblast and the Samara Oblast. (Goals: Strengthen their institutional capacity, promote their ability to provide training, stimulate the development and exchange of best practices, and advance the professional development of NGO activists);
- **Component 2**
Support to Sector-Specific NGOs designated by USAID (Goal: Strengthen a core group of NGOs by providing the institutional skills needed for sustainability);
- **Component 3**
Municipal Associations, specifically the Association of Siberian and Far Eastern Cities (AFSEC) (Goal: Expand the range of services provided, disseminate best practices and strengthen links between local officials and the NGO community); and
- **Component 4**
Information Dissemination and Networking, with a focus on the legal status of NGOs (Goals: Disseminate working models, publications, and other technologies produced under USAID sponsorship; build information networks; and produce and distribute updates to legal and tax guides in order to support growth in the NGO sector as a

whole).

NGOSS GOALS AND OBJECTIVES

This Program contributed to one of USAID/Russia's key strategic objectives, Strategic Objective 2.1. - "Increased, Better Informed Citizen Participation in Political and Economic Decision-Making." Program activities were expected to contribute, directly or indirectly, to the achievement of three intermediate results (IRs):

- IR 2.1.3:** NGO sector provides alternative to the ballot box for participating in economic and political decision-making.
- IR 2.1.3.1:** NGOs advocate more effectively for members' needs and interests.
- IR 2.1.3.2:** NGOs and Russian organizations become institutionally strengthened.

(The above IRs reflect a change from those in the original contract: two IRs were dropped from the Strategic Objective, effective with the signing of Modification 1, dated June 16, 1999).

In order to achieve the goals and objectives above, World Learning and the Center for NGO Support provided targeted technical assistance, training and funding to the Association for Siberian and Far Eastern Cities, and to NGO Resource Center Networks in Siberia, Southern Russia, and the Samara and Novgorod regions. The World Learning/CNGOS team also provided targeted technical assistance in the areas of fundraising, board development and training, and financial management and accounting to a group of twelve pre-selected NGOs.

In addition, all locally existing sources of information on NGOs were researched and evaluated, and handbooks were produced to address key NGO issues of taxation and legislation. NGO representatives throughout Russia were actively involved in structuring and implementing the most efficient and appropriate NGO information systems, including print and electronic variants. A "virtual" NGO library was created and at project closing had been regularly updated and expanded.

PROGRAM OVERVIEW

Between 1994, when USAID/Russia began its NGO activities, and July 1998, when World Learning began to implement the NGOSS Program, the NGO sector in Russia experienced a period of dramatic growth. New legislation made it possible (although not easy) for NGOs to operate, and several foreign donor programs were providing technical assistance and grants that enabled Russian NGOs to improve their service provision and increase their potential for sustainability. Nonetheless, the sector was little known and

little respected, and its ability to influence events even at the local level was extremely limited.

Most of the external restraints in effect at the beginning of the NGOSS Program in July 1998 were still in effect at the end of January 2001. Federal legislation was not and is not supportive of NGO development. There still were no tax or other incentives for businesses to contribute to NGOs or to participate in charitable activities. The economic problems at the time the Program was designed became even more severe by the time it was implemented, and only during the last half of calendar year 2000 was any improvement noted.

The contract for this Program was effective July 29, 1998. August 17, 1998, World Learning's first day in-country to start up the project, was the day the ruble lost over two thirds of its value and the economic "crisis" began. This crisis created increased demand for NGO resource center services, as Russian government social programs were slashed and many services to the population were eliminated or reduced. Existing NGOs and initiative groups turned to local resource centers for assistance in strengthening their organizations and improving their ability to provide services. At the same time, municipalities which had experienced budget cuts became willing to consider NGOs as alternative service providers.

By the end of the Program in January 2001, at the municipal level, there was clear evidence that NGOs were increasingly influencing local government. The dozens of pieces of NGO-related local legislation throughout the NGOSS Program regions attest to the increased activism and professionalism of the sector during the project's two and one-half years. During calendar year 2000 there also occurred a dramatic increase in political activism on the part of local NGOs, with many NGO leaders deciding to run for office or support specific candidates. Only a handful of NGO leaders in the NGOSS Program areas had been voted into office (primarily seats in the local Dumas), but the trend was clear and encouraging.

Additionally, a dramatic rise in interest in NGOs on the part of the Russian federal government became particularly evident in the second half of calendar year 2000. In Siberia, the President's representative approached the Siberian Center Network with a suggestion for cooperation. In the Urals region, the President's representative organized an NGO fair and implemented a grant program modeled on foreign donor programs. Several NGOSS Program participants and consultants were invited to participate as experts on the grant review committee. Federal government representatives began to take part in and even initiate conferences and seminars addressing NGO issues. The federal government also established a new requirement for registration of all foreign aid programs, including those targeted at NGO development.

Several of the so-called Russian "oligarchs" (the country's most prominent businessmen) were either in the process of creating or were studying the possibility of creating charitable foundations based on Western models.

NGOSS PROGRAM HIGHLIGHTS

The NGOSS Program was successful in achieving its objectives. World Learning and its implementing Russian partner, the Center for NGO Support, met all contract indicators, and in most cases exceeded them by at least several times over. Indicator results—in areas ranging from services provided to funds raised to NGO leaders trained—attest to the improved image of the NGO sector in Russia over the course of the NGOSS Program; the sector's increased ability to influence policy decision-making, particularly at the local level; and its increased potential for sustainability. World Learning and the Center for NGO Support attribute their success to the ability to build on the successes of previous USAID funded NGO programs, while introducing innovations to avoid prior pitfalls.

As noted earlier, the NGOSS Program included four components. These were:

- **Component 1:** Provision of financial (through operational grants) and technical assistance to four regional NGO Resource Center networks (Siberia, Southern Russia, Novgorod and Samara), including supporting a program of microgrants implemented by each Center;
- **Component 2:** Provision of specialized technical assistance to a group of twelve NGOs pre-selected by USAID (which included the four Centers from Component 1);
- **Component 3:** Financial and technical assistance to the Association of Siberian and Far Eastern Cities; and
- **Component 4:** Collection and dissemination of information vital to NGOs throughout Russia, including production and dissemination of publication addressing legal and tax issues.

Although the four components were presented as discrete assignments in the original contract, World Learning and the Center for NGO Support treated them throughout the course of the project as interrelated parts of the whole. Moreover, the program design proposed by World Learning and CNGOS included a strong emphasis on monitoring and evaluation activities, both for internal use and as part of a training process for the participating NGOs.

A major achievement of the NGOSS Program was the establishment of an agreed-upon system of data collection, which—perhaps for the first time—produced Russian NGO data that was reliable, verifiable, and that could be aggregated. This was a major undertaking involving professionals from World Learning, the Center for NGO Support, MSI, representatives of the Resource Centers responsible for collecting the majority of the data, and USAID. Involving the Resource Centers in the process not only helped them to understand why the US government requires reliable data, but also how data can be a valuable tool for their own organizations.

World Learning and MSI built upon their previous work in 1997 on another NGO project to create indigenous professional capacity for program evaluation in Russia. As a result of the efforts of the newly trained evaluators and NGOSS grant management personnel, the microgrant program which was implemented by the four Resource Center networks is arguably the most intensively documented grant program ever in Russia. The evidence unilaterally supports the effectiveness of the grant program in meeting program goals, and in improving conditions for NGO clients.

World Learning and CNGOS approached its work in **Component 1** with a clear vision that while participating organizations already had achieved some success in providing services in the predecessor project, this did not necessarily equate to their having achieved organizational maturity or sustainability. It is relatively simple to ask an organization to do something, but it is an entirely different matter to encourage it to be something. There was a great variation in the management styles and cultures of the four Network Centers, and during the course of the Program, each experienced internal organizational problems which required assistance or input from outside consultants. World Learning treated each of the Centers individually. Even more important than their ability to provide targeted technical assistance in these cases were World Learning and CNGOS' abilities to be patient with normal organizational development processes. Progress was made consistently throughout the period of the program, but occasionally in the form of two steps forward, one back. Nevertheless, all of the Centers ended the program period at significantly more advanced levels than at the beginning.

In the area of service provision by the Resource Centers, the Networks met all of their targets and dramatically exceeded the target numbers for many indicators, including number of consultations provided, coalitions formed, and meetings with local government officials. The indicator on number of meetings with local government was soon overshadowed by a more tangible indicator of change: the number of legislative acts and executive orders promoted by or relating to NGOs. Although these pieces of legislation were most numerous in the Siberian region, progress was made in all program regions. The regional Centers all successfully utilized (replicated) models including NGO fairs, charitable drives, public relations campaigns, and volunteer promotion programs.

Each of the four Centers had varying levels of experience and expertise at the beginning of the microgrant program process, and World Learning, the Center for NGO Support and MSI worked with them on both individual and group bases to provide the technical assistance necessary. The Centers were given leeway and encouraged to create local microgrant programs that were adapted to the needs of their regions and the goals of their own organizations.

Component 2 provided technical assistance in developing boards of directors, fundraising, and financial management to a pre-selected (by USAID) group of twelve Russian NGOs. The World Learning team quickly discovered that not all NGOs saw the benefit in participating in this component, and while there is no doubt that these three areas are crucial to organizational sustainability, the beneficiary NGOs did not all see it that way. NGOSS Program staff customized assistance to each of the twelve in areas that

each saw as highest priority. Some received assistance in all three areas, some in only one or two. While not an official contract indicator (rather, an expectation under the Program's mission), most of the thirteen technical assistance providers (ten or 77%) were Russian experts, while only three or 23% were non-Russian.

The work in **Component 3** with the Association for Siberian and Far Eastern Cities was successful and exceeded contract expectations. Though technically a public organization, ASFEC is structured and operates as a government entity (one USAID report refers to it as a "para-statal" organization). ASFEC, with technical assistance from Research Triangle Institute, the subcontractor for this component, used its modest grant to produce a standardized municipal web site, a state of the art computer classroom and curricula for training municipal employees, and replication of models developed under previous USAID programs.

ASFEC and RTI produced the results required under their agreements with great professionalism, and both sides cooperated to reduce costs in order to exceed the expected results. In one example, RTI and ASFEC developed an Internet consulting relationship that was of substantial assistance in keeping within the program budget.

ASFEC was the hardest of the four components to integrate into the program as a whole. Although the Association attended NGOSS Program events such as the stakeholders meetings, and its agreement even included the organization of two conferences on NGOs and local government, ASFEC did not quite perceive the connection between municipalities and the NGO sector. The World Learning team encouraged informal professional contact between the Siberian Center and ASFEC during the course of the program, and at a minimum, ASFEC began to appreciate the professionalism of the NGO sector. Additionally, the RTI consultant who worked with ASFEC on development of a standard municipal web site, consistently and successfully promoted the necessity of including the local Third Sector in this process. From the NGO perspective, several of the NGO representatives at the first stakeholders' meeting were "wowed" at the technical excellence of the ASFEC network communication and data base system, and immediately recognized its potential as an income generator.

Component 4, information dissemination and production and distribution of legal and tax information, was affected by the slow speed at which Russian legislative changes occurred during the course of the program. Some of the major expected tax reforms that the Program had hoped to capture in an updated publication on tax law were not approved by the legislature until after the Program's end date. Many of the publications that World Learning had originally expected to collect from former USAID contractors and grantees were not available. World Learning ultimately decided on an original solution - the creation of a self-sustaining "Virtual Library" which would allow NGOs to not only acquire information, but to make their own publications available to a larger audience. Additionally, World Learning recruited over twenty regional Network Centers (called "information Hubs") which provided Internet access and hard copies of Virtual library information to NGOs who lacked Internet access themselves. The Hubs also

assisted in disseminating the hard copies of books on bookkeeping, taxation, and social marketing that were produced or purchased for NGOSS Program purposes.

Each of the four components is discussed in greater detail in the sections that follow, and in the Annexes referred to throughout. World Learning would like to thank, first and foremost, the Center for NGO Support, World Learning's co-implementor, for giving 110% over the life of the Program and for making available its deep expertise and knowledge of the Russian NGO sector. Thanks also to MSI and RTI for delivering their expertise and adding considerable value to the components in which they were involved. Finally, a debt of gratitude to the Resource Centers and the NGOs which make up their networks, the other eight NGOs which received customized assistance, ASFEC and the information HUBS for enabling us to do the work of the contract. It was World Learning's privilege to work for two and one half years with each and everyone, and to learn from them. We are enriched by our association with them.

II. COMPONENT 1 – NGO RESOURCE CENTER NETWORKS

BACKGROUND

Component 1 was designed to strengthen the institutional capacity of four regionally-based Russian NGO resource centers and their networks:

- Interregional Public Foundation Siberian Civic Initiatives Support Center (SCISC), a network of twelve resource centers with its hub in Novosibirsk;
- Southern Region Resource Center (SRRC), a network of two small resource centers and eight coordinators with its hub in Krasnodar;
- Povolzhe Historic-Ecological-Cultural Association (commonly referred to as the Povolzhe Association or Samara Center) in Samara; and
- Health and Life Foundation in Novgorod (referred to as the Novgorod NGO Resource Center).

In addition, Component 1 supported these Centers to promote their abilities to provide training; stimulate the development and exchange of best practices and information on management, fundraising and advocacy techniques; and advance the professional development of NGO activists. Each of the four Resource Centers received a primary grant from the NGOSS Program to cover their operating costs that enabled them to offer continued services to the NGOs in their respective Networks. The World Learning team planned to work closely with each Center and its network to help them develop and implement realistic fundraising plans and to provide technical assistance in priority organizational areas (this latter is described in Section III: Component 2). Each Network was to implement a microgrant program in its region as well, which the World Learning team supported in various ways. The microgrant program is described in detail in Section VII.

Component 1 results and benchmarks included the following (the first three were designated as general project benchmarks, with the others targeted specifically for Component 1. However, as it was only through Component 1 that the Resource Centers could meet many of the general benchmarks, the general benchmarks are reported as part of Component 1):

General:

- Increased involvement of NGOs in local government policy formulation, as indicated by a fifty percent increase in the number of consultations between NGOs and government officials, and a twenty percent increase in the number of expert commentaries submitted to local officials on policy issues over 1997 levels in target regions;
- At least fifty instances of replication of local government/NGO collaboration models disseminated under Components 1, 3, and 4 of the NGOSS Program; and

- At least 100 new projects undertaken by NGOs with support from local government and/or business in target geographic areas.

Component 1:

- Number of NGOs registered in target geographic areas will have increased by at least ten percent;
- At least five percent of NGOs in target geographic areas who received training or consultations in fundraising will have tapped into new funding sources (other donors and local);
- An increased number of NGOs from target geographic areas will have participated in short-term, issue-based coalitions ;
- At least 20,000 consultations and referral services will have been provided to NGOs in target geographic areas during the contract period;
- At least eighty percent of microgrant recipients will have developed a greater ability to execute their organizational missions, as indicated by the number of recipients that expand their programs thematically or geographically, increase the number of individuals their organizations, or offer social services newly provided by NGOs rather than by government; and
- Network staff will have improved their management skills, as demonstrated by the presence of effective controls on operating budgets and successful implementation of grant programs.

Annex I shows in graph format the life-of-project results, by Program reporting quarter, for these benchmarks and also indicates the results by region by Program reporting quarter.

World Learning and the Center for NGO Support provided technical assistance and support to all of the Resource Center Networks throughout the period of the contract. This included drafting and negotiation of the various bridge funding and grant instruments that were in effect at various times during the contract period. World Learning/CNGOS representatives attended and participated in practically all major events for the Networks, including quarterly meetings and regional events. World Learning financial specialists worked closely with the accountants of all the Networks to ensure accuracy and timeliness of financial reporting. World Learning/CNGOS also developed a special training program on financial management for bookkeepers and directors of the Regional Resource Centers, designed to help them understand how financial information is used in strategic planning. World Learning surveyed the individual Resource Center Directors to discover the areas in which they felt they needed additional training, and provided training sessions in these areas at the first Stakeholders' meeting in September 1999.

Over the course of the contract period, each of the Resource Centers experienced organizational growth and accompanying growing pains. To the extent that internal organizational difficulties did not adversely affect the ability of the Resource Centers to

provide the services stipulated under their grant award, World Learning tried not to interfere in the organizations' internal affairs. It was clear early on that, while the Resource Center Networks could emulate each other's successes in program areas, they had greater difficulty avoiding each other's mistakes in the area of organizational development. This inevitably resulted in complex and often painful periods of growth. Both under Components 1 and 2, World Learning worked together with the Resource Centers to provide them with the knowledge and experience necessary to resolve their own problems. World Learning's approach was based upon a strong belief that organizational development cannot be dictated, and that ultimately, the sustainability of these organizations depended upon their ability to weather hard times without donor or partner interference.

ORGANIZATIONS

SCISC is a network of twelve NGO resource centers located in twelve major Siberian cities, with headquarters in Novosibirsk. Affiliates are located in the capital cities of two republics (Buryatia and Altai), two krais (Altai and Krasnoyarsk) and seven oblasts (Novosibirsk, Tomsk, Omsk, Kemerovo, Irkutsk, Tyumen and Chita) plus an additional center in the Kemerovo Oblast in the city of Novokuznetsk. The territory covered by the Siberian center is larger than the United States, and has a population of over 25 million, including over 100 different nationalities.

The region covered by the Southern Region Resource center is comprised of the Krasnodar Kray, the Stavropol Kray, the Rostov Oblast, and the Republic of Adigeya. The SRRC had its main office in Krasnodar, and two satellites in Stavropol and Rostov on the Don. Additionally there were seven affiliate centers in the following cities: Novorossiisk, Taganrog, Sochi, Armavir, Pyatigorsk, Maikop and Novocherkassk. The population of the area served by SRRC is 15 million. The region is contiguous to the troubled Northern Caucasus area, and has a large refugee population. Due to concerns for American safety in the region, travel of American personnel under this contract to any of the above areas (with the exception of the Rostov Oblast and the city of Sochi) could only be undertaken with special permission from the Embassy Deputy Chief of Mission. This did not create a hardship, since Russian World Learning/CNGOS staff members were able to travel to the region freely.

The Povolzhe and Novgorod Centers were added to the program in the fall of 1999. Both are located in areas chosen by the US Department of State as Regional Initiative (RI) centers. Geographically, the Povolzhe center is located in the city of Samara in the Volga region of Russia, while the Novgorod center is located in the city of Veliky Novgorod in Northwest Russia.

The Resource Centers' mandate included continued provision of information, training and other services to their members and clients; development of fundraising plans to cover costs as USAID funding declines; and development of microgrant and internship programs.

1. SIBERIAN CIVIC INITIATIVE SUPPORT CENTER ACTIVITIES

SCISC's grant from the NGOSS Program of \$1,205,874 was in effect from September 1, 1998 through December 10, 2000. At the beginning of the program, SCISC clearly was the most developed of the four Resource Center Networks. The Siberian Center turned in a phenomenal performance during the grant period. In short:

- 7524 persons participated in 406 seminars.
- Two distance education courses were offered.
- Special volunteer centers were created in all twelve network cities.
- The network resource centers provided 25,573 consultations and 38,987 other services.
- Donations totaling over half a million rubles were collected in charitable drives held throughout the Siberian region.
- \$27,233 was collected from local government and business to fund ninety-seven projects under SCISC's "Consolidated Budget" program (with additional funding from the Soros Foundation).
- Twenty-five NGO fairs were held throughout Siberia.
- Eleven Siberian regions adopted legislation on social procurement. A total of \$92,200 was allocated to these local grant programs, and 187 projects were funded.

The Siberian Center is rightfully proud of its position as innovator of many of the models that have been successfully used by other Resource Centers, not only in the NGOSS Program but throughout Russia. During the course of the NGOSS Program SCISC developed a long distance training program that was successfully utilized to train NGO leaders throughout Russia. SCISC also leveraged its experience and training in Monitoring and Evaluation under the NGOSS Program to initiate an international evaluation conference.

The Siberian Center aggressively promoted itself and its programs, and was extremely successful (given the constraints on the free press in Russia) in obtaining ongoing press coverage for the Third Sector throughout Siberia.

Progress in NGO Legislation in Siberia

One of the engines for success in the area of new NGO legislation in Siberia during the NGOSS Program was a series of seminars organized by SCISC throughout the region. Two major topics were presented: "Effective Partnerships: Government and NGOs," and "Creation of Coalitions and Public Relations Campaigns."

NGO fairs were also an effective instrument for attracting the attention and involvement of local government officials. The twenty-five NGO fairs which were held throughout Siberia during the program period without exception had local government members on the organizational committees. The Consolidated Budget program in 1999, funded by the Soros Foundation as a result of an SCISC proposal, was extremely successful in involving and interesting local government in the local NGO sector. Soros provided part of the grant fund, but each participating region was required to raise additional funds from local government and business. The grant expert committees in all nine participating Siberian regions included members of the local government and business. In all, eighty-two projects were funded in the first year for amounts ranging from \$80 to \$400.

Once involved in the grantmaking process, local governments responded to local NGO pressure to continue, and by the end of the NGOSS Program period, every region in Siberia covered by the program had established legislation relating to municipal grant programs or social procurement.

Business

During the NGOSS Program period, SCISC made a strong effort to increase cooperation with local business. Using additional funding from the Mott Foundation, SCISC performed a detailed analysis of the potential of local business to support charitable activities. (This information helped to locate local business donors to the Consolidated Budget program described above). A campaign to promote charitable giving was initiated throughout the region, with the participation of 200 businesses. Although an attempt was made to create Community Foundations in Siberia (notably in Tyumen), the legislation and economic system did not yet allow for the creation of an interest-making endowment fund, and thus these foundations were limited to collection of donations and their distribution for charitable purposes. Another experimental program for charitable giving, sponsored by the Eurasia Foundation, provided grant money to one Siberian and one Southern Russia Resource Centers. Both Centers were extremely successful in utilizing several dozen proven Western fundraising methods over the period of the grant, but unfortunately, almost every method tested either was illegal under Russian law or not feasible because they created excessive tax liability for the recipients.

Training, Monitoring and Evaluation in Siberia

SCISC and its regional coordinators trained 7,724 NGO representatives at 406 seminars. The seminars addressed practically all aspects of NGO development, with topics largely determined by the local coordinators.

SCISC implemented a five-level training program to create twenty-four new regional trainers (approximately two per region). The Center also established a training program for project monitoring specialists, which led ultimately to thirty specialists monitoring over thirty projects in twelve Siberian cities. In addition, SCISC was one of several initiators of IPEN, the International Program Evaluator's Network, and planned and coordinated a major international evaluation conference described in detail in the Monitoring and Evaluation section of this report. Six SCISC participants completed the World Learning/MSI certificate training program in project evaluation.

Distance Education

SCISC was the only network to develop and utilize distance education in its program. Two courses were offered: "Management of Volunteer Programs" (presented twice), and "Coalition Building and Effective Partnership." Participants had the option to audit the courses, or do the course work for a certificate. Over 140 NGO leaders participated, with slightly over half auditing. Of the active participants, more than one-third completed the course work and received their certificates. SCISC planned to build on this successful experience to develop future distance training opportunities.

Volunteerism

SCISC developed special volunteer centers in all of the cities where it is active, and these centers proved successful in supporting charitable drives and creation of coalitions.

Publications and Other Resources

SCISC completed an Interregional Library Catalog of resources within the network. The Center produced several publications, including the journal "The Effect of Presence," which provided information and analysis of NGO sector developments. SCISC also created three listserves (with more than 250 subscribers) that cover topics such as SCISC news, training opportunities, and general information for NGOs. All of the Regional Resource Centers produced their own local publications, and in Irkutsk, the Coordinator forged an agreement with local government officials to post NGO news on special newsstands in public meeting places.

Internships

Forty-one NGO leaders were able to intern at NGOs in other parts of Russia. SCISC also accepted seven Resource Center Coordinators from the SRRC network (through a program funded by the Mott Foundation).

Problems Encountered

SCISC's success attracted the attention of the Tax Inspectorate in summer 2000, and the initial conclusions suggested that SCISC was liable for close to a million dollars in tax for grants it had received. However, with support from USAID and World Learning, SCISC was ultimately able to document its tax-free status to the satisfaction of the authorities.

2. SOUTHERN REGION RESOURCE CENTER

SRRC's NGOSS Program grant of \$850,163 ran from September 1, 1998 through December 10, 2000. Highlights of the Program period for SRRC are as follows:

- Over 3500 personnel and volunteers from more than 300 NGOs participated in 154 seminars and trainings held throughout the region on topics ranging from organizational development to cooperation with local government.
- Over 100 leaders from eighty NGOs successfully completed the computer literacy courses offered by SRRC.
- Twenty NGO leaders participated in an internship program, which included NGOs from throughout the Russian Federation.
- The number of registered NGOs in the territory rose from 4500 on September 1, 1998 to 10,605 as of November 1, 2000.
- The SRRC NGO client base grew from around 300 to 1138 organizations.
- 23,277 consultations and services were provided.
- Twelve NGO fairs were held.

SRRC considers the following activities to be its most successful and effective in working to achieve NGOSS Program goals:

- School for NGO Leaders: "Sustainable and Effective Organization"

- Twenty-five leaders from eighteen Krasnodar NGOs received training in organizational development.
- School on Public Relations for NGOs
- NGO leaders from Krasnodar and SRRC network coordinators worked together to develop public relations campaigns in their cities.
- A series of seminars on Personnel Management for NGOs
- A four-day seminar on Project Evaluation and Self-Evaluation for NGOs
- Creation of an indigenous training capacity program for local NGOs in the area of Organizational Development. The twelve trainers subsequently presented over fifty seminars and training sessions. Five of the trainers joined an international training professional association, and created a local chapter.

Promotion of NGO Legislation in Southern Russia

SRRC presented dozens of seminars and roundtables on topics related to interaction between NGOs and local government. Legal experts developed and presented recommendations for regional legislation. Though at the beginning of the program there existed a very limited legislative base in the area of NGO activities, norms and regulations regarding the activities and support of youth and children's organizations had been developed based on corresponding federal law. In the Rostov oblast there existed several legal decrees and programs aimed at increasing the involvement of business in charitable activity, as well as a law concerning the right of NGOs to participate in the legislative process: "On the Legislative Process and Normative Legal Acts in the Krasnodar Kray."

None of the Southern Russian regions had active laws on municipal grants at the start of the NGOSS Program period, although in specific cases direct or indirect financing was provided to NGOs on the basis of specific decrees or decisions of the local Duma.

NGO participation in coordinating advisory councils to local government was somewhat greater, with councils established in Armavir, Krasnodar and Stavropol on such issues as youth, invalids, and NGO activities.

350 NGOs took part in a discussion of the prospects for improving the current legislative base concerning NGOs. The results were published in a collection of articles titled "Legal Aspects of NGO Activity in Southern Russia—Analysis and Recommendations." SRRC also created a draft packet of documents related to legislation on municipal grants, with arguments, and distributed it to all the NGO Resource Centers in Southern Russia. The twelve NGO fairs organized by SRRC and its coordinators also highlighted the potential for successful NGO local government cooperation.

As a result of SRRC efforts, two cities in Southern Russia (Novocherkassk and Stavropol) now have a law on municipal grants, and NGO representatives in six other

cities are promoting drafts of similar laws. In Krasnodar, NGOs helped to pass a Statute on a competition for implementation of municipal youth funding.

Coalitions

Another successful SRRC-led coalition was the program: "Changing Life for the Better," a campaign by thirteen Krasnodar NGOs to promote the image of the Third Sector as an effective player in the resolution of social problems. Each of the participating NGOs was responsible for organizing a specific activity to attract the attention of the press and the public. (For example, the organization "Or fey" created a presentation "Lessons of Kindness," which so impressed the head of the youth policy division of Krasnodar city hall that he offered to finance the presentation to local schools). The final activity of the campaign was the Forum of Krasnodar NGOs, "Here's an Idea," which included a competition for socially relevant projects. Local government and business supported the Forum.

The Rostov-on-the-Don SRRC office organized a competition for journalists writing on NGO topics entitled "The Third Sector Through the Eyes of Journalist." In 1999 SRRC organized the competition on its own, but in 2000 it included several associations of journalists and local NGOs. Local businesses provided prizes.

SRRC also assisted Rosbank and UNICEF to create and implement a grant program called "New Day."

Problems Encountered

At the start of the NGOSS Program contract period, SRRC had little or no entrée to municipal and oblast government in Krasnodar. Through persistence and steady promotion of their work with the local NGO sector (using all the models, tools and events previously described), they managed to almost completely turn this situation around. By the end of the contract period, SRRC had become a player in local government issues.

Of all the Resource Centers, SRRC experienced the greatest internal conflict in areas related to leadership, management and personnel issues. Throughout the contract period, particularly under Component 2, the Center and World Learning/CNGOS worked with invited consultants to resolve these issues. In its final report, SRRC management addressed this situation frankly, noting that while it had not resolved all issues, all of the participants agreed that they had acquired sufficient skills and experience to find solutions to these conflicts on their own.

3. HEALTH AND LIFE FOUNDATION (NOVGOROD CENTER FOR NGO SUPPORT) ACTIVITIES

The Novgorod Resource Center received the smallest grant (\$99,537 covering the period September 15, 1999 to December 10, 2000) of the four Regional Centers. However, this did not prevent the staff from setting goals for themselves and the Center which demanded an enormous level of commitment. Between the requirements of the microgrant program (described in detail below) and the other requirements of Component 1 (e.g. service provision, training), the Novgorod staff were running at full speed for the entire duration of their subgrant period.

The NGOSS Program added the Novgorod Center to its program in the second year at USAID's request. NGOSS staff and an independent consultant travelled to Novgorod to assess the local NGO sector and the ability of the Novgorod Center to support and represent the sector. Their overall impression was quite positive: most striking was that the Center, which had been funded for a year under an earlier US government initiative, continued to provide services to the local NGO community six months after this funding had ceased.

Throughout the course of its participation in the NGOSS Program, the Novgorod Center staff demonstrated this same high level of commitment, and were aggressive in seeking out every opportunity for additional training or education provided by the NGOSS Program.

While the Novgorod Center initially was funded as a single entity, the staff decided to utilize the grant program to create a network of consultation points in other cities within the oblast. This effort (described in more detail under the microgrant program description) entailed monthly meetings of the three consultation point coordinators with Novgorod staff, as well as an ambitious training program for the coordinators. Although the consultation points were only funded under grant money from March to July 2000, they continued to provide information services to local clients after this period, and to meet in Novgorod on a monthly basis.

The Novgorod Center also organized an annual NGO Fair for NGOs from the city and the oblast; distributed books and materials from the NGOSS Program and other sources; and created a local NGO resource library for clients. These clients also were given access to computer databases covering a multitude of topics related to NGO work. The Center also presented an in-depth training program for NGO leaders called "School for NGOs," which consisted of several hands-on trainings and seminars in areas such as strategic planning, publishing, and fundraising) spread out over a period of several months. (One of the Center's goals was to create a basis for the professions new to Russia—e.g. NGO marketing specialist and fundraiser). Staff experts provided consultations on all aspects of NGO start-up and operation to NGO clients and to initiative groups.

The Center published a bulletin entitled "Medsenat" (Patron) on activities of the local Third Sector, which it distributed to local NGOs, initiative groups, government officials, businessmen, and NGOs in other areas of Russia. It also published and distributed a directory of NGOs in the oblast.

The Center was actively involved in providing consultation services to clients who wished to apply for grant programs sponsored by the Soros Foundation, the Eurasia Foundation, Charities Aid Foundation (CAF)-Holt International (the USAID-funded program addressing problems with Russian orphans) and other organizations.

The Novgorod Center participated in the work of a public committee on legislation, and provided consultative support to a coalition of local NGOs, businesses and local government representatives called "Maple Leaf," which successfully spearheaded a drive to collect money and goods for school children and poor families in August 2000. It provided similar support to a project called "Umbrella," a partnership among six Swedish and six Veliky Novgorod NGOs. The Center staff also were invited to participate as trainers and experts in a TACIS funded partnership project in 15 Russian cities.

A key initiative of the Center was its development of the concept and model for "Development of Local Community: Intersectoral Cooperation." This was presented for the first time at a conference in Novgorod in October 2000, and then again at a round table in Chelyabinsk in November by invitation of the Chelyabinsk Center for Public Associations. This project created direct interaction and fostered ongoing cooperation between members of the NGO sector, local business, and local government (the Chelyabinsk roundtable produced an immediate result—one business representative decided on the spot to fund a local NGO grant program).

Significant Novgorod accomplishments for the program period (August 1999 to September 2000), in short:

- 152 NGO representatives and members of initiative groups took part in trainings on writing grant proposals and strategic planning.
- Twenty-four employees from the consultations points (Valdai, Staraya Russa, Borovichi) participated in two staff trainings and six training sessions of the School for NGOs.
- The consultation points provided a total number of 726 consultation hours, and assisted forty initiative groups and ninety-one NGOs.
- Forty-two NGOs used the center library.
- Four issues of the bulletin "Medsenat" were distributed (600 copies of each issue).

- The Center on average answered seven questions a day from NGOs, and one from local government.
- The Center provided consultations to sixty-one initiative groups, 145 NGOs, nine government and two business organizations, and helped register fifty-eight new NGOs.
- Twenty-four persons participated in the training on "NGO Publishing."

4. POVOLZHE ASSOCIATION ACTIVITIES

Like the Novgorod Center, the Povolzhe Association also entered the NGOSS Program in its second year (September 1999), and likewise had to struggle to compress an enormous amount of microgrant program and other Component 1 activities into a brief period of time. Its grant of \$209,194 ran from October 1, 1999 to December 10, 2000.

The Povolzhe Association demonstrated its ability to take an NGO model which had been highly developed and frequently utilized by the other Resource Center Networks, and do it right the first time. The "First Samara Oblast NGO Exhibit" in November 2000 was an unqualified success. Its sponsors included local business (Khlebzavod No. 2 and the Expo-Volga Expocenter) and local government, in addition to NGOSS Program support. One hundred and twenty-seven NGOs participated in the fair, which lasted for three days and focused on different topics (e.g. children, invalids) each day. The fair followed on the heels of the first Samara oblast NGO forum, which the Povolzhe Association organized in September 2000.

From September 1999 to December 2000, the Povolzhe Association served 471 NGO clients, including 172 NGOs considered frequent clients.

The Povolzhe Association was active in Regional Initiative (RI) meetings and activities in the Samara region, and took part in the Novgorod RI "Graduation Conference" held in Veliky, Novgorod in October 2000.

While the Povolzhe Association originally was quite conservative in its expectations for the results of a 16-month program, they were pleased to provide the following evidence of positive change in their final report:

- An amendment to the Samara Oblast Charter (in June 2000) giving regional public organizations the right to initiate legislative acts.
- Invitations from local government to NGOs to participate in drafting laws, including laws on workplace quotas, protection of historical and cultural monuments, implementation of the federal law on invalids, and implementation of the oblast law on youth organizations.

- Invitation to NGOs to participate in the formulation and implementation of regional social programs from the Department for Social Protection of the Samara Oblast, the Samara Municipal Administration, and from the administrations of other cities in the region including Samara, Syzran, Otradny, Kinel-Cherkassk Regional Center and others.
- NGO recipients of the Governor's award: in 1999, E. Pecherskikh of the Association for Invalids using Wheelchairs, and in 2000 L. Bulatova of the "Wheel" organization.
- Invitations to NGO leaders to participate in local administration Advisory Councils (Otryadny, Samara and other cities) and to participate in local administration planning sessions on inclusion of NGOs in municipal programs (all the major regional cities, plus many smaller territories).
- Two Municipal Administrations proposed to support the creation of local NGO Resource Centers (Syzran and Kinel-Cherkassk).
- All gubernatorial candidates in the most recent elections openly courted NGOs for their support.
- Five NGO leaders were elected to positions in local dumas.

The Povolzhe Association concluded on the basis of its own research that the NGOs who directly participated in and received services under the NGOSS Program were significantly more successful in attracting new funds than those who did not. (In one example, of the seven organizations which received NGOSS microgrants and also applied for grants under the "Social Partnership" Program, five were successful). Program participants were also more likely to keep official books (attributed to greater confidence in their bookkeeping abilities and subsequent reduction in fear of being audited) and to participate in coalitions.

The Povolzhe Association likewise was extremely positive about the effect of the NGOSS Program on the NGO network created under the microgrant program, which had already increased its membership beyond the original grantees and had developed a long term program for NGO development in the Samara Oblast. The Association was also extremely positive about the effect of the NGOSS Program upon its own program and institutional development, citing the improvement in its equipment base (allowing it for the first time to offer services such as computer literacy and Internet courses), increased grant program implementation expertise, improved personnel policies and practices, and greater staff professionalism in the areas of bookkeeping, fundraising, project evaluation, and GAAP standard bookkeeping. The Association stated confidently that its active participation in the NGOSS Program led to increased interest and respect from local government, foreign funders, and NGO networks in other regions.

Problems Encountered

The increased interest and respect noted above had a flip side—increased interest from the tax authorities. However, the Povolzhe Association successfully passed its audit without any of the problems encountered in Novosibirsk.

Fundraising as a professional activity was slow to develop, hindered by an impoverished middle class, a legislative framework that discouraged charitable activity (of the several dozen fundraising mechanisms tested and proven successful by NGOSS Program participants in Southern Russia and Siberia under a Eurasia foundation grant, only a handful actually were legal), and continued reliance of NGOs upon the personal contacts of their leaders.

Municipal governments see NGOs as an extension of local government, particularly if the NGO has received local budget funds.

III. COMPONENT 2 – SUPPORT TO SECTOR-SPECIFIC NGOS

BACKGROUND

The overall goal of Component 2 was to strengthen a core group of NGOs by providing institutional skills needed for financial and operational sustainability. As World Learning understands it, this Component originally was conceived as a separate project to improve the sustainability of USAID key Russian partner NGOs, but budget considerations caused the project to be included as a part of the larger NGOSS Program.

The areas originally identified for technical assistance in the NGOSS contract were:

Fundraising Strategy Development

Benchmark: All participating organizations have a detailed fundraising strategy in place and have raised some additional funds by the end of the project.

Financial Management and GAAP Accounting Standards

Benchmark: All participating organizations maintain account records consistent with GAAP standards, and follow financial management procedures as defined in their work plans.

Board of Directors Development

Benchmark: All participating organizations have an external board of directors or oversight committee with clearly defined roles and functions that they follow in the areas of fundraising, policy setting and organizational management.

A clause in the contract indicated that the contractor, subject to USAID approval, might identify additional needs and provide short-term technical assistance in other areas.

In addition, the contractor was to develop a step-by-step “how to” manual describing common problems encountered by the participating NGOs, and to synthesize the approaches—both successful and unsuccessful NGOs—used to address the institutional problems/constraints.

According to the NGOSS contract, selection criteria for the participating NGOs were:

- Strategic significance of the sector to the USAID program;
- Sophistication of operations and a clear sense of mission;
- Expression of interest as a follow-on to previous USAID assistance; and
- Commitment to work with the contractor to achieve established objectives.

By the end of the project, a total of twelve NGOs had participated at varying levels. Six of the organizations were based in Moscow, two of which had networks of affiliates or members in other parts of Russia. The remaining six organizations were based in

Khabarovsk, Ekaterinburg, Krasnodar, Novosibirsk, Novgorod and Samara. These twelve organizations included:

- Moscow School of Political Studies
- Media Law and Policy Center
- New Perspectives Foundation (NPF)
- Institute of the Problems of Real Estate Registration, Assessment and Taxation
- Khabarovsk Wildlife Foundation (KWF)
- Center for Environmental Technology and Information (CETI)
- The Women's Consortium
- Woman and Family Foundation
- Southern Region Resource Center
- Siberian Civic Initiatives Support Center
- Health and Life Foundation
- "Povolzhe" Association

Four of the non-Moscow-based organizations were the NGO Resource Centers in Krasnodar, Novosibirsk, Novgorod and Samara which participated in a number of NGO support activities, including the Component I microgrants program. The other two non-Moscow-based organizations, in Khabarovsk and Ekaterinburg, were involved in environmental issues. The Moscow-based organizations were active in the following sectors:

- Media
- Civil Society Development
- Women's Advocacy
- Family Health
- Real Estate Privatization

As part of the original work plan, World Learning proposed using its Institutional Assessment Instrument (IAI) to gather organizational baseline on the pre-selected NGOs. USAID did not approve this approach and requested instead that World Learning identify technical assistance needs through informational interviews with the NGOs (a cursory assessment) and relevant USAID activity managers.

Because of ongoing discussions between World Learning and USAID, and the period during which the list of specific NGOs was being finalized, general agreement on the content and presentation of Component 2 was not reached until February 1999. At that time, World Learning submitted and USAID approved a technical assistance plan, based on the cursory assessment of the NGOs requested in the contract.

In the time between contract award and Component 2 plan approval, NGOSS staff made first contact with the pre-selected NGOs. NGOSS staff created and expanded a database of local and foreign consultants in the three target areas (board development, fundraising and financial management), and provided the participating NGOs with resumes and other information to assist in the selection of technical assistance providers.

Not all of the pre-selected NGOs responded as anticipated to the Program's offers of technical assistance in the three target areas. According to the contract, the pre-selected NGOs had made a commitment to work with the contractor to achieve Component 2 objectives. Many of the participating NGOs stated they were not fully aware that they had made a binding commitment. Thus, in some cases, it took careful and repeated discussions to convey the purpose and potential benefits of participation. World Learning developed—and signed with participating NGOs—a Cooperation Agreement that described the Component and outlined what assistance was available under the Program, as well as the NGOs's responsibilities in participating; however, this contributed only marginally to generating interest and commitment from each and every NGO.

Because of such misunderstandings and initial organizational resistance, Component 2 activity did not get off the ground until early 1999. The first Component 2 consultants began working with the pre-selected NGOs in May 1999. The first fundraising workshop took place in Moscow in June 1999. Technical assistance was ongoing during this period, even though not all of the pre-selected organizations were committed to receiving assistance in all three segments.

Following a long period of discussions between World Learning and USAID, including a retrospective look at some of the difficulties in launching and then implementing this component, agreement on a modification to the contract was reached in March 2000. The modification shifted the focus of Component 2 activity from providing technical assistance in all three areas to all pre-selected NGOs to providing technical assistance in one or more of the three priority areas, depending on the needs and commitment of each participating NGO. In addition, the modification eliminated the contractual requirement to develop and distribute a best practices manual. The new language of the contract required instead a detailed review of assistance provided and suggestions for improvement for potential similar future activities.

In the first quarter of calendar year 2000, a six-month contract extension and a not-insignificant contract budget cut caused additional changes to the Component 2 approach. All new activity was put on hold until a revised work plan was submitted and approved in March 2000. These changes did not significantly affect the delivery of technical assistance to those NGOs that had expressed interest in receiving assistance in any or all of the three targeted areas. NGOSS staff discontinued the practice of "selling" the assistance areas, and NGOs that had not expressed prior interest in one or more of the assistance areas were not provided with this assistance.

The goals for Component 2 technical assistance thus were changed to reflect the March 2000 contract modification. The new benchmarks were:

Fundraising Strategy Development

Benchmark: All organizations that receive technical assistance in fundraising have detailed fundraising strategies in place, and at least half have succeeded in applying these strategies to raise funds from other donors and local sources.

Financial Management and GAAP Accounting Standards

Benchmark: All organizations that receive technical assistance in financial management and accounting systems maintain accounting records consistent with GAAP standards when necessary, and follow standard financial management procedures as defined in their individual work plans.

Board of Directors Development

Benchmark: All organizations that receive technical assistance in development of boards have boards of directors or oversight committees with clearly defined and understood roles and functions that they follow in the areas of fundraising, policy setting and organizational management.

Institutional Development

Benchmark: All organizations that receive technical assistance in the area of institutional development (an area defined by the contractor on the basis of informational interviews with each NGO) have clearly defined policies and procedures to regulate the organization's activity (position descriptions, internal policy regulations).

Because the participating NGOs' levels of organizational development varied greatly, technical assistance was tailored to their individual situations and needs. Technical assistance was provided through external consultants – most from within, but some from outside Russia (selected by NGOSS staff and/or by the organization).

In areas where the organizations' needs were similar, group training—e.g. Financial Management and GAAP standards—was particularly effective. MAG consultants organized and conducted four financial management workshops in June and September 1999 and in May and August 2000. NGO accounting expert Pavel Gamolsky led a two-day workshop in December 1999. After the organizations participated in the workshops and received software, MAG consultants worked with them individually, helping them apply the financial management techniques in their daily work and use the software effectively.

In the following section of this report, we provide a summary of activities, a summary of challenges and lessons learned, results of the technical assistance provided, a list of workshops and conferences offered, and a list of technical assistance providers. A review of assistance provided to each participating NGO was submitted as a separate report to USAID.

SUMMARY OF COMPONENT 2 ACTIVITIES

Component 2 improved the sustainability of twelve pre-selected Russian NGOs through technical assistance focused on four areas: fundraising, financial management, board of directors development and later, institutional development. All twelve NGOs participated in at least two of the technical assistance areas, and those that continued to received technical assistance through calendar year 2000 had demonstrated success in at least one. Those organizations that had worked with consultants to create fundraising strategies had already seen the first fruits of their efforts. The six organizations that participated in fundraising strategy development had already raised a total of more than \$2.5 million, through the methods outlined in the fundraising strategies developed with Component 2 consultants, and that they attributed to the NGOSS Program.

Eight of the participating organizations took part in the financial management segment. They received comprehensive training, accounting software and ongoing consultations with financial management experts. By the end of the Component activity, all noted that they used the financial management training whenever necessary. Four of the organizations reported using the financial management techniques in their daily work.

Four organizations participated in the board of directors development segment. Of these, one organization created a successful, active board of directors, and one was in the process of creating such a board, based on the recommendations of the Component 2 consultant. The other two organizations had working boards of directors in place at the outset and applied the enhancements that the consultants recommended.

Those NGOs that did not make significant changes during the technical assistance period nevertheless began to understand the value of organizational development, many for the first time. Four of the participating organizations developed strategic plans for their organizations for the first time. Although they had been providing services to their clients and meeting the needs of their communities for several years, this was the first time they seriously had considered the ongoing sustainability of their organizations.

The reach of knowledge gained through technical assistance was broadened when the organizations with networks or branches shared their new skills with their colleagues. The four Resource Centers noted that they already had begun to transfer the skills built through Component 2 technical assistance to their NGO network partners, as well as to their clients.

Participation in Component 2 conferences facilitated the development of an overall NGO network in Russia. In addition to the individualized technical assistance, provided by consultants and through various trainings, the twelve NGOs were invited to participate in more than ten conferences, seminars and workshops. Ten representatives of these NGOs participated in courses at World Learning's School for International Training in Vermont.

RESULTS

Fundraising Strategy Development

Six of the twelve pre-selected organizations received technical assistance in the area of fundraising strategy development. All of the organizations that received this assistance developed detailed fundraising strategies and successfully raised money from a variety of local and international sources. The six organizations raised a total of more than \$2.5 million in less than one year, based on the fundraising strategies they developed with their assigned consultants.

Fundraising results as reported by each organization include:

1. Moscow School of Political Studies

Received \$675,000 in funding from USAID, based on the fundraising strategy developed with the consultant. The amount of money raised from other sources as a result of the new strategy is unknown. The organization did not return the final questionnaire and did not agree to participate in a final Project interview.

2. Media Law and Policy Center

Raised more than \$800,000 based directly on the strategy developed with the consultant. Overall, the organization has raised approximately \$2.5 million since participating in the fundraising strategy development activity.

3. New Perspectives Foundation

Raised more than \$700,000 in 2000-2001, mostly from private companies. NPF attributes all of the funds it raised to the strategy it developed with the consultant.

4. Khabarovsk Wildlife Fund

The amount raised is unknown, as KWF representatives did not respond to repeated oral and written requests for this information.

5. Center for Environmental Training and Information

Increased annual budget by fifty percent in 2000, from \$40,000 to \$60,000. CETI projected a 100 percent increase in 2001 that would increase its annual budget to \$80,000. All new funding was obtained based on the fundraising strategy the Center developed with the consultant.

6. Southern Region Resource Center

Expanded its sources of funding and raised more than \$200,000 in addition to the funding received through its USAID NGOSS Program grant.

All of the organizations that received technical assistance in the area of fundraising reported that the consultants helped them in other areas of organizational development as well. Fundraising strategy development requires that an organization have a clear understanding of its mission, know its clients and have a strategic plan in place. In the process of developing fundraising plans, most of the organizations and the consultants recognized their needs in other areas of organizational development. As they developed fundraising strategies, they also clarified their own organizational strategies.

Four organizations—the Moscow School of Political Studies, the Center for Environmental Training and Information, the Southern Region Resource Center and the Health and Life Foundation—developed detailed strategic plans for their organizations.

Financial Management and GAAP Standards

Eight of the twelve pre-selected organizations fully participated in technical assistance in the area of financial management and GAAP standards. All received software that allow them to manage their finances according to Russian and international standards. Each organization selected software based on its own needs. In addition, two organizations accepted some training, but refused the software and further technical assistance.

The four NGO Resource Centers and the Khabarovsk Wildlife Fund chose 1-S software. The Media Law and Policy Center, the Institute for Property Registration, Assessment and Taxation and the Women's Consortium selected INOTEC software.

All eight of the participating organizations reported using GAAP reporting standards when necessary. NGOSS Project staff received conflicting information, however, regarding the use of the financial management procedures developed with Component 2-provided consultants. At one time or another, all eight organizations reported that they used the procedures defined in their individual work plans. In the final questionnaire, however, only four of the participating organizations reported that they used the financial management procedures developed with Component 2-provided consultants.

NGOSS staff attribute the high participation rate in this segment of Component 2 technical assistance to its practical application and immediate usefulness.

Board Development

Four of the twelve pre-selected organizations received technical assistance in the area of board development. All four had some form of governing body in place before the beginning of Component 2 technical assistance. However, these organizations identified a need for further board development:

- 1. Moscow School of Political Studies**
Expanded its board of directors to include US citizens
- 2. Media Law and Policy Center**
Reexamined its current board of directors and considered other governance models
- 3. Siberian Civic Initiative Support Center**
Completely restructured its board of directors to create a governance structure with clearly defined roles that contribute to greater efficiency and transparency
- 4. Health and Life Foundation**
Was in the process of creating a board of directors using a model that includes clearly defined roles and functions for its board members

Many of the pre-selected organizations objected to having an outsider assess their governance structure and offer recommendations. The Moscow School of Political Studies and Media Law and Policy Center agreed to participate in board development on their own terms, with their own people (consultants who had worked with the organizations before and were trusted). However, perhaps because they were so close to the organizations with whom they worked, it seemed that the consultants' efforts did not bring about significant changes in thinking about governance and the functions of an effective board of directors.

In cases where the organizations were ready to create effective governance structures, external consultants were able to offer very positive recommendations that were applied with success by the organizations (SCISC and Health and Life Foundation). Although the Health and Life Foundation's board was not complete, in February 2001 it planned to implement the consultants' recommendations.

Institutional Development

Once institutional development was defined as an area for additional technical assistance, six of the twelve pre-selected organizations requested and received technical assistance in this area. The four NGO Resource Centers were originally targeted for institutional development under Component 1. This work was enhanced by Component 2 consultants. In addition, two additional organizations—with the help of their USAID activity managers—were identified for assistance in the area of institutional development. The institutional development participants were:

1. Institute for Property Registration, Assessment and Taxation
2. Women's Consortium
3. Southern Region Resource Center
4. Siberian Civic Initiative Support Center
5. Health and Life Foundation
6. "Povolzhe" Association

Following assistance from Component 2-provided consultants, all of the participating organizations had established clearly-defined policies and procedures.

Accounting Standards Manual

The work on Financial Management and GAAP Standards resulted in the unanticipated outcome of a universal Policies and Procedures Manual for Accountancy for non-profit organizations in Russia. Copies of the manual were distributed to all twelve participating organizations, including those that did not participate in the financial management segment of Component 2.

CHALLENGES/OPPORTUNITIES

NGO Selection, Participation and Commitment

One of the initial difficulties in the administration of Component 2 sprang from a *misunderstanding of the pre-selected NGOs' levels of commitment*. The contract stated that the NGOs had been selected based on their commitment to work with the contractor to reach the desired objectives. After first contact, however, it became clear that the organizations' levels of commitment varied greatly. In one case—and by mutual agreement with World Learning and USAID—the Woman and Family Foundation (WFF) dropped out of the Program in early 2000. The WFF had determined that it preferred to operate as a representative office for its U.S. partner organization, rather than as an autonomous, indigenous NGO. NGOSS staff thus realized they would have to “sell” the Component to the participants, thereby changing the approach.

“Selling” technical assistance hindered its overall effectiveness. The organizations truly committed to the technical assistance as outlined in the contract were the most successful in meeting the benchmarks. Those organizations that had to be “sold” on the program were less successful. The technical assistance they received was individualized and, while useful for each individual organization, did not help them to reach the Component's objectives, as they were rarely committed to these objectives from the outset. This is particularly true for organizations not committed to creating the kind of governance bodies envisioned in the contract. These organizations took recommendations from the consultants, but typically failed to act on them.

In general, technical assistance is most effective as a collaborative effort, when both the organization and the provider have the same vision. One way to ensure full participation is to solicit work plans (or other demonstrated commitments of time and staff) for technical assistance, even from a group of pre-selected NGOs. Another possibility is to create an interest in receiving technical assistance, by tying future funding to demonstrated application and practice of the technical assistance received.

Technical assistance in all four areas of Component 2 was most effective when it was demand-driven. When the organization, the consultant and the contractor all were working with the same vision, and when the organization appeared truly committed to reaching the technical assistance objectives, it was most successful. Component 2 technical assistance was especially effective with organizations that had experienced recent growth and that recognized their need for further development.

Startup

A number of internal and external factors contributed to the relatively slow startup of Component 2. They included the August 1998 financial crisis, a misunderstanding regarding the readiness of some pre-selected NGOs to participate, and a lack of interest

on the part of the pre-selected NGOs. The lack of NGO interest at the initial stages forced NGOSS staff to expend significant time and effort discussing with the organizations the benefits to their participation in all technical assistance segments.

When the focus moved to participation in one or more of the technical assistance segments, NGOSS staff were able to work with each organization individually, to find an area of technical assistance that would meet a need the organization itself had identified. This caused the participating organizations to make technical assistance a priority, which, in turn, increased the likelihood that the consultants' recommendations were put into practice.

However, the late initiation of some of the pre-selected NGOs into Component 2 activity reduced the amount of time available to track results and provide consultant follow-up assistance. Those organizations that began early enough to receive follow-up consultations were more likely to be successful in their application of the consultants' recommendations.

Institutional Development

Before the consultants could work on the specific segments of Component 2 technical assistance, an organization had to have a basic level of institutional capacity. Many of the pre-selected organizations did not have the necessary capacity on which to build. To raise funds effectively, for example, an organization must know its mission, goals and methods. One of the organizations was not registered at the time technical assistance began. Without a sound institutional base, it could not have been expected to succeed at the next level of organizational development.

One of the organizations, on the other hand, had existed for several years and was ready for more specific development. With the help of a consultant, it successfully created a strong board of directors, as envisioned in the contract. Unfortunately, however, few of the other pre-selected organizations were ready to take on their governance structures, particularly when they could not envision concrete rewards for the effort necessary to improve it.

The addition of institutional development as a segment of Component 2 technical assistance eased the process of providing technical assistance when the organizations were ready for it. For many of the pre-selected organizations, Component 2 technical assistance was their first introduction to the vision of sustainability behind overall institutional development. The natural order of organizational development forced a number of organizations to create strategic plans.

Board Development vs. Financial Management

The board of directors as envisioned in the contract fit the classic American model of a non-profit board of directors – one that ensured transparency and accountability, while assisting in fundraising and development. All of the pre-selected organizations had governing bodies based on different models, and even the consultants often saw these models as more practical for their needs and the Russia-specific conditions in which they were operating. NGOSS staff noted that it was difficult to “sell” the concept of a Western board, with board participation having no tradition of prestige in Russia. The idea of developing an external governance structure was unappealing to almost all of the organizations.

Financial Management technical assistance, on the other hand, had a higher level of participation, for a number of reasons. First, the organizations could see the concrete application of learning these skills – it clearly made their jobs easier. Secondly, it did not require the same level of organizational introspection, rather, only required sending the accountant to training and working with the consultants as needed.

Customized Technical Assistance: Consultants

From the perspective of the participating NGOs, one strength of Component 2 was the individualized approach allowed in its selection and use of consultants. Every organization, at one time or another, praised the design of the Component. “No one has worked with us this way before,” said a representative of one of the Resource Centers. “We felt like we were a client.” Another Resource Center noted that this approach taught it how better to provide professional services to their own clients.

In terms of vision and its effect on knowledge transfer, the three-way consultant agreement was ideal. Because the organizations had input at every step of the process, they were able to get the services they felt they needed. Each participating organization was involved with NGOSS staff from the start, in writing the consultant’s scope of work. The consultants worked in stages, and could be replaced if the organization felt they were not providing the services it needed.

NGOSS staff observed that the Russian consultants had good practical skills, but did not always know how to transfer them. They also were not as good at reporting on their interventions. The foreign consultants, on the other hand, were quite good at reporting, but even those who had spent considerable time in Russia did not always understand many Russia-specific issues. They excelled at helping organizations identify Western sources of funding, for example, while the Russian consultants had a better understanding of how to build a base of for-fee services. For any future programming, NGOSS staff believes a team of consultants, one Russian and one Western, would provide the best services to NGO clients.

Conferences, Seminars and Workshops

Regular meetings at conferences provided the participating organizations with the opportunity to observe the results achieved by their peers. This, in turn, allowed them to reflect on their own needs, and to consider the possibilities of technical assistance in areas they had not previously recognized as priorities.

Many of the participating organizations noted the support and encouragement they received from their colleagues during seminars and workshops. While the individualized technical assistance approach is effective in improving an organization's practical needs, regular meetings among the NGOs at conferences support a Russian NGO network, and facilitate natural coalition-building and information sharing. Many participating organizations commented that they themselves became more conscious of the value and possibilities of the Third Sector in Russia, which points to the role of conferences as tools for empowerment.

SUMMARY OF CONFERENCES, SEMINARS AND WORKSHOPS

In Russia:

- Seminar on Fundraising, June 28-29, 1999, Moscow, Russia
- NGOSS Stakeholders Conference, September 23-25, 1999, Golitsyno, Russia
- Financial Management and GAAP, June, 1999
- Financial Management and GAAP, September, 1999
- Financial Management and GAAP, December, 1999
- Financial Management and GAAP, May, 2000
- Financial Management and GAAP, August 2000
- NGOS and Civil Society Conference, November 17-18, 2000, Moscow, Russia
- Proposal Writing Workshop for the Women's Consortium, November 9-10, 1999, Moscow, Russia
- Developing For-Fee Services: the Path to Financial Sustainability, February 9-11, 2000, Novosibirsk, Russia
- NGOSS Stakeholders Conference: NGOS and Civil Society Conference, November 17-18, 2000, Moscow, Russia

Outside of Russia (participation by selected NGOs)

- International Policy Advocacy, June 10 – July 8, 1999, World Learning's School for International Training, Washington, DC, New York, and Brattleboro, VT
- Conflict Transformation and Peacebuilding, June 21 – July 2, 1999, World Learning's School for International Training, Brattleboro, VT
- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 4-6 1999, Washington, DC
- VII Central and Eastern European Fundraising Conference, November 11-14, 1999, Bratislava, Slovak Republic
- Shared NGO Experiences and Future CEE/NIS Partnerships, February 8-9, 2000, Tirana, Albania
- 37th International Conference on Fund Raising, March 26-29, 2000, New Orleans, Louisiana
- International Policy Advocacy, May 18 – June 15, 2000, World Learning's School for International Training, Washington, DC, New York, and Brattleboro, VT
- Conflict Transformation Across Cultures (CONTACT), June 5-23, 2000, World Learning's School for International Training, Brattleboro, VT
- Sustainability 2000 Workshop, September 28 – October 1, 2000, Budapest, Hungary

TECHNICAL ASSISTANCE PROVIDERS

US

- Anne Bader
- Monroe Price
- Augustine Wilhelmy

Russia

MAG Consultants

Arkady Prigojine

Dmitry Daushev

Pavel Gamolsky

Vladimir Yakimets

STEP (SHAG) Consultants

Vladislav Budovnits

Olga Alekseeva

Aleksey Kuzmin (Process Consulting)

Dmitry Grigoriev, Marshak Foundation

IV. COMPONENT 3 - MUNICIPAL ASSOCIATIONS

BACKGROUND

USAID pre-selected the Association of Siberian and Far Eastern Cities (ASFEC), a Municipal Association which focuses on improving the technical skills of local government officials in its region, to serve as the lead Municipal Association under this component. The NGOSS team worked with ASFEC to develop two plans that would focus on:

- Providing ASFEC with technical advice, commodities (computer equipment), and technical information on local government administration and NGO linkages to enhance ASFEC's capacity to provide member services;
- Disseminating information on best practices in urban management and other materials from USAID's recently completed *Municipal Financial Management Program* and other local government activities, including land-use management, housing, utilities, public finance and budgeting, and strategic planning, as well as the legal guides and NGO resources to be produced under Component 4 of the program;
- Conducting training sessions, conferences, and informal meetings for city administrators on working with NGOs; and
- Training staff of other municipal associations to improve selected aspects of the member services their associations provide.

The ASFEC grant of \$199,903 originally was intended to run a year, from October 31 1998 to October 31, 1999. During this period, ASFEC achieved all of the tangible results/benchmarks foreseen in the contract. However, ASFEC received additional unfunded extensions to July 28, 2000, necessitated by several factors. The first was primarily a response to technical problems that ASFEC had encountered in arranging seminars in Rostov-on-the-Don and Moscow. For various reasons, both cities had to back out of their commitment to ASFEC, and the seminars had to be rescheduled in Volgograd and Veliky Novgorod. The subsequent amendments were to allow ASFEC more time to complete its activities.

In December 1999, Juliet Johnson from Research Triangle Institute traveled to Novosibirsk to develop a joint ASFEC/RTI work plan covering the grant period. The plan entailed the following tasks, which were in addition to the requirements of the NGOSS Program contract:

- Strengthening the ASFEC web site, so that it could in turn serve as a model for other association web sites;
- Developing a "model" municipal web site for ASFEC member cities; and

- Designing and implementing a course for webmasters to adapt the municipal site model to their own cities' needs.

RTI freed up money from its own budget in order to hire local specialists to work under RTI supervision to assist with the above tasks, as well as to purchase training course materials.

SPECIFIC ASFEC ACTIVITIES

ASFEC achieved the following benchmarks as per the original contract:

Benchmark: Design of five new models for improved municipal development practices, which included (ASFEC in fact designed and implemented a total of six models):

1. Basic computer course for municipal employees
2. Information technology and document management
3. Modeling of municipal budgets
4. Geoinformation systems for municipal management (a more sophisticated version of land cadastres)
5. Application of computerized systems for census work
6. Municipal web site design course.

ASFEC created a state of the art computer classroom and special curricula for these courses, which are offered to municipal employees of cities in the ASFEC network (see Annex II for the curricula).

Over one hundred municipal employees participated in these courses at the computer center during the period of direct funding by USAID. More impressively, eight courses were scheduled to be offered in calendar year 2001, with the basic computer course and the course on financial management (budget modelling) to be offered twice. All other courses were to be offered one time (see Annex IV for 2001 ASFEC training schedule).

Benchmark: At least thirty instances where best practices or models for improved urban management disseminated through municipal organizations have been adopted.

ASFEC presented a complete list of sixteen models it had developed for improved municipal management and for the increased participation of NGOs in local government, as well as the locations and dates for their application. By the end of the original contract period, these models and best practices had been successfully utilized a total of thirty-six times by various municipalities in the ASFEC network. (ASFEC included in this count only cases where the utilization of these models resulted in changes to local legislation).

Two examples of practical application follow.

Model I: Methodology for developing municipal Crime Prevention Programs (recommendation package “prestup.ARJ”). The practical application of this model was:

Decree of the Cherepovets Municipality, February 22, 1999: “On the 1999 Program for Crime Prevention ‘Pravoporyadok-99’.”

Model II: Development of mechanisms for participation of non-governmental organizations in the municipal government decision making process (Recommendation package “ngo-1-ARJ”). The practical application of this model was:

Decree of the Mayor of Surgut, October 28, 1999, No.186: “On participation of youth and children’s organizations in the formation of youth policies in Surgut.”

Decree of the Mayor of Irkutsk, August 6, 1999, No. 031-06-1130/9: “On confirmation of the charter for the Kazakh Society of Irkutsk.”

Other models include budget formation for municipalities (implemented in Veliky Novgorod, Tomsk and Cherepovets); socio-economic development programs for municipalities (implemented in Novosibirsk, Tomsk and Cherepovets); and methodological recommendations for creation and registration of organizational charters (implemented in Novosibirsk, Kemerovo and Omsk). The complete list is included in Annex III.

Over the course of the program, ASFEC also held conferences for local municipal employees on “Creation of a Unified Information Space for Municipalities” (including Volgograd, Veliky Novgorod and Yekaterinburg).

In January 1999 in Krasnoyarsk, and in April 1999 in Novosibirsk, ASFEC held a conference titled “Cooperation Between Local Government and the Third Sector.” The Novosibirsk conference was attended by seventy-seven representatives from thirty-seven Siberian cities, including forty-two local municipal government representatives and twenty-nine NGO leaders (many of whom were from the NGOSS Program). At the first conference it became clear that ASFEC took a big-picture, academic approach to the sector, which was somewhat at odds with the “in the trenches” view of many participating NGO representatives. (ASFEC’s director expressed his surprise at finding out the NGO work “was more of an art than a science”). Subsequently, World Learning tried to increase ASFEC’s interaction with operational NGOs through invitations to the project’s annual Stakeholders Meetings, and, through agreement with RTI, by emphasizing the Third Sector during the development of the standardized municipal web site. ASFEC did include models for municipal NGO interaction in its requirement to disseminate improved urban management models. Moreover, while at the beginning of the program ASFEC had never heard of the Siberian Resource Center, by the end of the program period the two organizations had established a cordial, professional relationship.

Throughout the program period, ASFEC distributed information on legislation and other issues of vital interest to its almost 200 member network via its Internet site (www.asdg.ru) and the "GASvybory" information network.

Achievements Above and Beyond Original Contract Requirements

ASFEC and its team of Novosibirsk- and U.S.-based consultants (RTI):

- Completed the organization's web redesign;
- Delivered its newly developed web development training course to ten local government information technology professionals
- Developed a model municipal web site designed to help local governments begin or improve web services; and
- Began promotion of new on-line, training and web application consulting services.

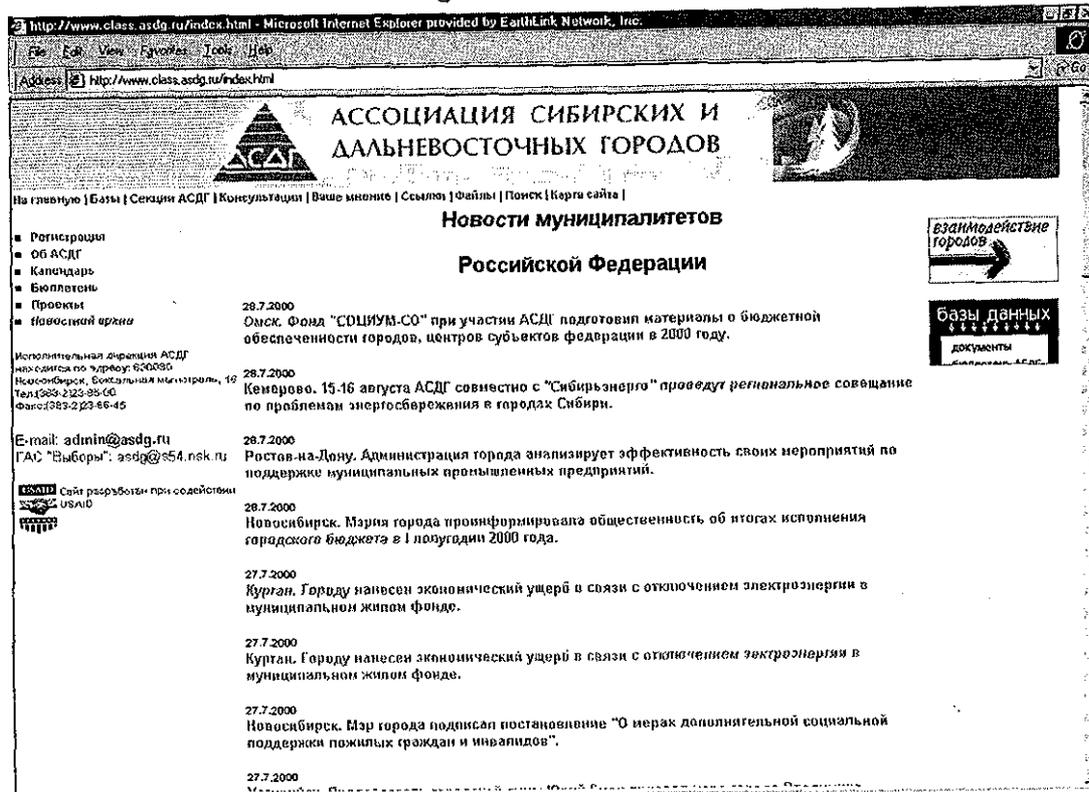
ASFEC also took advantage of its USAID grant through World Learning to upgrade its network with the incorporation of additional server software (Linux-FreeBSD) to allow for improved network and web efficiency and effectiveness.

Key improvements offered in the redesigned site include:

- Friendly interface designed to help new and experienced web users find information and services faster. For example, the old site referenced historical ASFEC news bulletins by database identification numbers that meant nothing to new users. The new site allows users to find bulletins by publication date as well as through topic searches. The new site was designed to provide consistent content and tool bars on all pages.
- Addition of new services, including on-line consultations, advanced search tools that allow users easy access to the associations' extensive databases, and a site directory/map.
- Addition of an ongoing on-line survey form and system to allow users to send comments and read others' comments while providing the Association guidance for improving on-line content and services.
- Addition of new on-line tools to reduce site maintenance requirements and empower ASFEC staff to use web forms to update the site. The Association's Media Relations Manager originally was intended to be the first staff member outside the information technology group to maintain information, such as daily news, and services on the site. Selected news items include photos to personalize the site and recognize members. Over time, ASFEC will allow additional staff and members to contribute directly to the site via easy-to-use forms.
- Use of the site to build the Association's reputation and attract new, paying members. The ASFEC and web site mission – *"Municipalities working together*

to improve" – is clearly stated on the site in a promotion banner (also known as an "advert"). One new service—on-line consultations—has been made available to registered, dues-paying members. The latter development has positioned the Association to use the web page and services as a member recruitment tool as well as a development vehicle.

Redesigned Web Site



The site provides a running log of users' on-line consultation requests. Only registered members can access responses, which are provided by ASFEC professional staff. Queries to the site typically have addressed a wide range of municipal activities, ranging from a campaign for clean streets and courtyards, to civil service registration, support of business development, and social protection of municipal employees. The model municipal website, which was developed jointly by RTI and ASFEC under the NGOSS Program, has been applied in Tomsk under another USAID-funded project.

V. COMPONENT 4 - INFORMATION DISSEMINATION, NETWORKING AND LEGAL UPDATES

BACKGROUND

The original intent of Component 4 was to fill the information gap that NGOs consistently cited as one of the problems they faced in their work. Several strategies were viewed as necessary to achieve this:

- maximizing interaction among the Component I Resource Center Networks;
- disseminating information from USAID work in all sectors by making available working models, publications and other technologies produced under USAID sponsorship to a wide range of organizations;
- identifying information gaps and devising a strategy to fill them;
- creating a network of "links" or information Hubs throughout Russia for the purpose of distributing information to NGOs in their region(s);
- surveying and inventorying holdings in Resource Centers and other information networks and related databases in Russia; and
- assessing demand for information from the NGO community and matching it with existing information.

Component 4 also planned to produce and distribute a compendium of the documents and network resources identified; reproduce and disseminate selected materials; and organize conferences on information resources for network participants to promote information-sharing and strengthen ties among NGO activists.

The final element of this Component intended to update existing guides on NGO legislation and taxation (produced under a previous USAID NGO program) and distribute the guides in print and electronic formats to all organizations participating in the overall NGOSS Program for further distribution to their client NGOs.

Based on evolving programmatic directions, Contract Modification 4 of July 2000 revised the Component's benchmarks to the following initiatives:

- A comprehensive handbook which may include an inventory of materials related to NGO sector activities and other items (as agreed upon by the Contractor and the USAID Activity Manager), has been developed, and those materials have been installed in selected resource and other centers in Russia;
- At least forty Russian organizations already operating as resource centers will be identified to disseminate materials provided by the NGO Sector Support Program to their clients and network members;
- At least twenty mailing lists and listservs of NGOs interested in similar materials, has been created to facilitate dissemination of available information and networking; these may address issues such as NGO management, financial management, legal and taxation problems, issues affecting women, and the

disabled. Lists are cross indexed where appropriate and include relevant website addresses.

- One updated guide on NGO legislation and one updated guide on taxation requirements for NGOs have been published; each edition has been distributed in hard copy or electronically to at least 2,000 NGOs.

MAXIMIZING INTERACTION AMONG RESOURCE CENTERS

As part of efforts to facilitate greater interaction among the Component 1 Resource Centers, NGOSS staff convened two Stakeholders' Conferences. Annual NGOSS Stakeholders' Conferences had been incorporated as a program activity in World Learning's initial proposal to USAID. Their purpose was to encourage professional exchange and interaction between all program participants, and facilitate the creation of informal networks conducive to sharing experiences and learning lessons.

The two conferences, held in September 1999 and November 2000, were major events in the NGO sector, and were both attended by approximately 130 persons from all over Russia. "Stakeholders" were defined as participants from all program components (e.g. resource centers, TA recipients, ASFEC, organizations serving as information Hubs) program consultants and TA providers, and USAID representatives.

The first conference, in September 1999, also served as an important training opportunity, as participants were able to attend workshops on topics of particular interest to them and also of particular relevance to overall program goals. The second conference, in November 2000, served as a wrap-up for the NGOSS Program, with a focus on success stories and the future of the NGO sector.

INFORMATION DISSEMINATION

An important aspect of Component 4 was the creation early on of an Advisory Committee to ensure that project efforts took into account any similar activities already underway, and to guide the choice of specific methodologies by which collected information would be housed and disseminated. In order to cast a wide net, Component staff made regular presentations to other USAID funded projects such as those being implemented by ISAR, IREX, and ABA/CEELI; at donor forums; at USAID's Democracy Roundtables; and at many other venues. Such outreach occurred throughout the life of the project, in an ongoing effort to continually identify sources, collect information and stay in touch with (through both human and electronic means) other similar efforts.

This Component commenced with the meeting of the Advisory Committee in February, 1999, at which Committee members discussed organizational and strategic issues, exchanged ideas for collaboration, and identified various information gaps. The Committee compiled a comprehensive mailing list of members and agreed to hold semi-

annual meetings with electronic conferences in between for information-exchange. By the end of March, 1999, twenty-nine NGOs representing a broad geographic and thematic spectrum were identified as viable "Hubs" (network links) for information dissemination under this program. The Project also commenced development of its website (ngo.org.ru), which housed the electronic Virtual Library, where project-collected information was catalogued and to which others could post their information.

Efforts to fill information gaps were ongoing throughout the Project, and filling those gaps was outlined in a strategic plan developed and submitted to USAID. Some suggested ways to fill information gaps included establishing a system of feedback between provider organizations/resource centers and NGOs; proactively searching the Internet for basic information that NGOs lack and place it on the Program website; and researching useful models and "best practices" to make that information available to NGOs. A questionnaire, completed by each Hub, was developed to further pinpoint information gaps. The Strategy for Filling Information Gaps is included in Annex 5.

HUBS AND LISTSERVS

As noted earlier, this segment of Component 4 developed a list of twenty-nine NGOs from a broad spectrum of thematic interests and different geographic areas, from which a final twenty were selected as Hubs, or information links, through which information about best practices, funding, management and other topics could readily be disseminated to local NGOs. Information was gathered about each Hub, so that organizations all over the Russian Federation could access the Program website and locate the Hub closest to them. Hubs were very enthusiastic, and many agreed to link their websites to the Program site. In addition, twenty mailing lists and listservs of NGOs interested in similar material were created to facilitate information exchange and networking. A contract was signed with each Hub, and a small grant given so each one could upgrade its computer technology as needed. Standardized reporting was established to enable each Hub to collect and report information that the NGOSS Program could use to gauge usage data and make decisions on enhancements. For example, data on how often information was provided to NGOs, numbers of pages copied, numbers of discs distributed, and hours spent on the Internet were useful in making improvements to the Virtual Library.

Hubs themselves assisted NGO users to become Internet "literate," located and placed information on the Project's website, and, where they had them, linked their own websites to the Project's. They helped NGOs to understand the power of information available and provided additional services such as assisting fledgling NGOs with registration and legal regulations.

Hubs became a crucial point of dissemination for the Project and served NGOs that did not have the computer capacity to research information electronically. They maintained detailed program reports and client lists, disseminated information on specific topics when requested, and increasingly placed more material on their websites, as they were motivated to meet the information needs of their networks and to reach larger audiences.

They began to translate some materials from English to use in their regions. As word on Hub activity spread, they received requests not only from NGOs in their regions, but from outside organizations such as foundations, state libraries, researchers, students, ordinary citizens, and governmental bodies as well.

Other local organizations also realized the importance of the Virtual Library and began to place their own materials on the Project website. This was due to a two pronged effort on the part of Hubs to stress the importance of using the Internet and on the part of NGOSS Program staff to make the Virtual Library more user-friendly. By the second year of the Program, each Hub regularly assisted over fifty individual NGOs, helping them in such areas as human rights, ecology, fundraising, training materials, organizational management, searching for partner NGOs and foundations, and how to approach and involve government and business in the Third Sector.

The names and locations of the twenty* Hubs are as follows:

Karelia's Greens Association, Petrazavodsk
ISAR/Far East, Vladivostok
Social Ecological Union, Moscow
Bashkir's Republic Ecological Union, Ufa
Tatar's Center for Economic and Political Research, Kazan
Women Informational Net, Moscow
Center for Civic Initiatives Support, Voronez-Center
"Perspektiva," Moscow
"DANKO, Vladimir
Association of Aboriginal People & Ethnic Minorities of the North, Siberia, and Far East,
Moscow
"Mother's Right", Moscow
Nizny Novgorod Association of NGO "Sluzenie," Nizny Novgorod
Universal Resource Center, Sakhalin Oblast, Yuzno-Sakhalinsk
International Understanding Center, Saratov
"Young Journalists of Altai," Barnaul
"Diplomathy through Families, Novosibirsk
"Citizen's Information Initiative," Irkutsk
Agency for Social Information, Krasnoyarsk
International Public Organisation, Moscow
Orel's NGO "Infoculture," Orel

*All of the Regional Resource Centers participating in Component 1 also participated in dissemination of Component 4 materials to their clients, bringing the total number of participating organizations to over forty.

The following table contains figures for services provided by the Hubs to their NGO clients during their period of participation in this component.

Services provided to NGOs by Hubs	Total for Hub Contract Period
NGOs which received information	4,854
Paper copied (by pages)	32,936
Disks distributed	1,023
Hours spent on Internet	4763

NGOSS PROGRAM'S WEBSITE

When the NGOSS website started, the first things to appear were a front page introducing the Program and the site, articles on the growing importance of the internet as a tool for gathering information, and general articles on USAID, World Learning, and CNGOS. The Virtual Library grew, as more materials were scanned and placed on the site. Success stories began to come in from Resource Centers, and were placed on the site. As the site grew, feedback was received on its design and modifications were made to better suit the its users' needs. The development of a rubricator (vocabulary list to be used during online searches) was completed. Over time, the Library became more sophisticated and user-friendly. Russian and English versions of text grew simultaneously, offering users the ability to search the site for resources in English, Russian, or both languages. Special attention was paid to the specific needs of English and Russian language users.

The site became so popular that one Hub even used it for demonstration purposes during a series of seminars on "Creating Self-Sufficiency for Russians with Disabilities," funded by the Open Society Institute. As interest grew, the site was improved to make it possible for organizations to list information about their upcoming events. A section on Success Stories was created, and under "Microgrants Program," users could find information about the number of grants given within the NGOSS Program and the regions and cities in which microgrant activities were implemented. In addition to adding new pages on the site, it enabled users to place documents on the website in "zipped" format. This meant, for example, that even large files with pictures could be readily accessed from the Library.

The website eventually had the capability to rate the demand for specific library resources by number of requests and date of requests. This information proved enormously helpful to better track the needs of the Virtual Library clients. By the end of

September 2000, the site contained 2,307 Russian and 775 English language document annotations; 883 Russian and 289 English full-text documents; detailed information about sixty-one Russian and fifteen foreign organizations; had links to over 600 permanent web sites; and contained forty NGOSS Program success stories. A grand total of 51,464 visitors had viewed the site.

As of December 31, 2000, the site had operated successfully for sixteen months, with steadily increasing demand for its services not only from Russia but also abroad. Although some users expressed concern about or asked for assistance in the process of publishing materials in the library, over half of the users who successfully placed a first publication on the site subsequently added additional materials. The original goal for the site—that it would self-perpetuate itself as its users added published materials—appears justified.

Publication and Distribution of Legal, Accounting, and Tax Guides

Legal Guide for NGOs. The Project produced an updated version of a Legal Guide for NGOs and printed 3,500 copies. The Guide, entitled “Legal Regulation of Non-Governmental Organization Activities in the Russian Federation,” was announced at a press conference at the National Press Institute in April 2000, which created an opportunity to highlight other NGOSS Program accomplishments. The event was covered in NGO periodicals and on radio via the Radio Foundation. For days after the Guide was presented in a radio broadcast, the NGOSS office phones were besieged with book requests, and a constant stream of lawyers and NGO activists appeared at the Program office. In general, dissemination of the Guide was conducted in several ways: by hand through different NGO events; through requests by NGOs; and by posting it to Resource Centers and their affiliates and to Hub organizations. An electronic version was immediately made available on the Program website, and was one of the most requested resources.

NGO Accountants’ Guide. As publication of the Legal Guide was underway, the Program turned its attention to distributing a guide on NGO accounting and taxation, which already had been updated and published by Pavel Gamolski. An agreement was made to purchase a portion of the circulation (at least 2,000 copies) for distribution via the Resource Centers and Hubs. By the end of the Program, a total of 3,500 copies had been purchased and distributed.

Legal FAQ for NGOs. After an open competitive process, Lena Abrosimova was selected to produce a publication on frequently asked questions on legal issues for NGOs. The book was published at the end of December 2000, and 3,000 copies were turned over to IREX for distribution by the Resource Centers.

Tax FAQ for NGOs. A plan to produce a publication on frequently asked questions from NGOs on accounting and taxation issues was cancelled due to the delay in anticipated major changes in the tax code. The NGOSS Program instead purchased and distributed

copies of other publications which were in high demand among program participants. These included:

- “Social Marketing” (2,850 copies)
- “On the Path to Social Marketing” (1,900 copies)

Other Publications and Resources

At the first Stakeholders’ Meeting in September 1999, all stakeholders, including the Hubs, were presented with a CD-ROM version of the “Garant” data base on Russian legislation.

At the second Stakeholder’s Meeting in November 2000, all stakeholders received a CD-ROM copy of a multimedia encyclopedia titled “Russian Women in the 20th Century—Experience of an Era.”

Annexes V and VI contain the following documents to provide additional background:

- Strategy for Filling in Information Gaps
- Hub Lists and Contact Information
- Review of the NGO Digital Library (information on how the Virtual Library is constructed and accessed)
- General Statistics on the NGO Digital Library
- Monthly Statistics on Library Usage
- List of Inquiries for Library Publications
- Publications Provided by Regional Resource Centers and Microgrant Recipients in the Region

VI. MONITORING AND EVALUATION

Monitoring and Evaluation activities under the NGOSS Program served two major purposes. One was to create a reliable system of data collection and reporting on USAID Program Performance Indicators. The other was to provide the Regional Networks with basic skills in monitoring and evaluation. These two purposes were achieved through:

1. Ongoing efforts of the World Learning/CNGOS team with support from MSI consultants to develop a Performance Monitoring Plan (PMP); ensure that the data collection system was agreed upon and clear to all the stakeholders; and that the data collected was compatible, reliable and timely (see Annex VII for a copy of the Program's approved Performance Monitoring Plan).
2. Educational programs for Regional Network staff that included training in monitoring; training in Grant Program design, implementation and evaluation; and training in data collection.

MONITORING ACTIVITIES

World Learning/CNGOS implemented monitoring activities in three phases.

Phase I focused on obtaining consensus on the definitions for the performance indicators; identifying baselines; and setting up a data collection and reporting system.

At the beginning of the NGOSS Program, some data quality concerns were addressed in discussions with USAID as well as with the Resource Centers. It turned out that there was a lack of common understanding of what some performance indicators meant (for example, the term "coalitions" was interpreted differently by different stakeholders).

Overall monitoring focused on USAID's performance indicators for the Program's four components. For data on indicators for the Component 1, World Learning/CNGOS was largely dependent upon the Resource Centers whose activities were to be the means to reach this Component's targets.

The two Resource Centers initially included in the NGOSS Program (SRRC and SCISC) had both been in existence for several years. At the time the Program started, both Centers already had developed their own approaches for defining and gathering data on consultations and technical assistance they provided to NGOs within their respective spheres of influence. While internally meaningful, these different systems made it extremely difficult for World Learning/CNGOS to aggregate data from different centers as it prepared quarterly reports on indicators that were of interest to USAID.¹

¹ World Learning/CNGOS and MSI alerted USAID to ambiguities inherent in some of the performance indicators for this project in discussions during MSI consultant Richard Blue's visit in February 1999.

When two new Resource Centers came on board (Novgorod and Samara), World Learning/CNGOS determined that the time was right to bring together all of the Centers to try to develop a common understanding of and common approach to data collection on those performance indicators for which the Program had to report to USAID. These two objectives were achieved through a Monitoring Workshop in August 1999 for the four Centers' staff.

The workshop agenda and materials developed by MSI focused on the two objectives NGOSS staff had identified. During the workshop, each participating Resource Center did a considerable amount of work to develop monitoring systems for their Center. As part of the process, the Resource Centers developed a list of what they viewed as Center "success criteria." Some of these were incorporated into the monitoring plans they each drafted during the workshop, while others may be relevant for a future evaluation of the Program. The "success criteria" identified by the Resource Centers were:

- Laws and legislative acts passed that were favorable to NGOs
- Number of separate funding sources
- Demand for services, as measured by requests
- The number of Center clients that became sustainable
- Number of hits on the World Learning/CNGOS website
- A Center's number of partners
- Professional growth of the Center's staff
- Number of clients from other sectors, e.g. local government, businesses
- Expansion of the geographic reach of a Center
- Reuse, or replication, of social technology developed by a Center ("models")
- Public recognition of a Center's work
- Number of times a Center is mentioned in mass media
- Number of "success stories" in the region covered by a Center
- Number of repeat clients
- Number of volunteers
- Growth in the range of a Center's services
- Improvements in the quality of a Center's services
- Financial sustainability of a Center
- Diversification of funding

Part of the workshop involved discussions of differences in the ways in which Resource Centers interpreted Component 1 indicators and the data collection methods they used. The product of these workshop discussions was a set of definitions and procedures on which the Resource Centers could agree. In the week following the workshop, MSI consultants worked with the World Learning/CNGOS team to incorporate these definitions and data collection methods into the Performance Monitoring Plan format.

In addition to finalizing a PMP format for the NGOSS Project's Component 1, based on workshop input, MSI and NGOSS staff reviewed the definitions and procedures that were used for Components 2, 3 and 4.

Phase II concentrated on educating the regional Resource Center coordinators on how to collect and register information on indicators, and how to report on them. This was achieved through NGOSS staff participation at quarterly meetings for the SRRC and SCISC networks, as well as visits to the Samara and Novgorod Centers. USAID supported these efforts by speaking to the coordinators at the quarterly meetings about the importance to USAID of complete and reliable data.

Phase III involved actual monitoring of the data collection and reporting systems each Resource Center used. Monitoring the Resource Centers' application of their data collection systems was designed to meet three main objectives: to educate the Centers on how to report correctly on program indicators; to assess their efforts on data collection and provide assistance if necessary; and to obtain feedback from the Centers' clients on the services provided. Due to time constraints, several independent consultants also participated in this process. A group of four was selected using the following criteria: a) familiarity with the Resource Centers' activities; b) experience in monitoring and evaluation; and c) understanding of USAID procedures and requirements. A special monitoring guide was developed for use by both NGOSS staff and outside contractors. From December 1999 to February 2000, ninety percent of the Regional Centers were monitored, and recommendations were made. In April and May 2000, those Centers where problems had been identified were visited again to assess whether any improvements had been made.

Most data that demonstrated the Program's progress under Component 1 was collected on a quarterly basis, excepting a few indicators that referred to the number of NGOs registered in target geographic areas (annual); the percentage of microgrant recipients that improved their ability to implement their missions (once at the end of each grant program); existence of effective controls on budgets at the Network Centers; and successful implementation of the grant programs. Component 2 indicators were tracked on the basis of consultants' reports, and their time frame was defined according to the schedule for technical assistance provision. Component 3 and Component 4 data were collected on an annual basis.

EVALUATION ACTIVITIES

Training in Grant Management

All four Resource Centers were offered the opportunity to develop and implement NGO grant making programs using USAID project resources. Though the grant programs were relatively modest in size, taking responsibility for grant making was a major step forward in the development of the Centers' capabilities. Each Center was provided with a training program in grant management. The first training was held for the Siberian and Southern Region Resource Center staff in March 1999, and the second one (a slightly revised version) for the Novgorod and Samara Resource Centers in November 1999. The

training program was developed and delivered by Richard Blue (MSI) with World Learning/CNGOS' participation.

Evaluation Seminar

In September 1999, during the First Stakeholders' Conference, MSI organized an evaluation seminar/workshop which provided NGO participants with an introduction to another important management tool. Since some participants had attended the monitoring training program and others had not, the seminar/workshop made a point of distinguishing between monitoring and evaluation and provided those who had not attended the August sessions with an overview of monitoring, as well as an introduction to evaluation. This workshop was led by Molly Hageboeck and Richard Blue, both of MSI, and was based on the successful Certificate Program in Evaluation that these two individuals had presented for Russian NGOs in 1997 under a prior World Learning NGO project. The Conference seminar/workshop on evaluation covered the highlights of that course, including materials about evaluation stakeholders, evaluation questions, scopes of work, evaluation design, the range of data collection and analysis methods that can be used to gather program information, and the relationship between monitoring and evaluation. Both the lecture and discussion portions of the workshop focused on choosing appropriate methods for evaluating programs outcomes. The attribution of outcomes to program "causes" also was examined, as were methods for testing hypotheses about programs where a "cause and effect" linkage need be demonstrated.

Certificate Training Program in Project Evaluation

After announcing its intention to sponsor a second offering of the Certificate Program in Evaluation, World Learning received approximately fifty-five requests from organizations and individuals who wanted to participate, including representatives from Russia's Ministry of Agriculture, who had heard about the course from World Bank staff. A total of twenty-three representatives from Siberia, Southern Russia, and the Samara and Novgorod regions attended Part I of the program.

The training program approach provided by MSI, beginning in February 2000, followed the model used for the Certificate Program in 1997. Part I of the Program involved interactive classroom training, including practical exercises in preparing for the field exercise, as well as the actual evaluation task. Participants worked as teams in carrying out a real evaluation and preparing a formal report of their findings, conclusions and recommendations.

At the end of Part I, MSI asked all participants to complete a course assessment sheet and to make suggestions. Suggestions offered for Part II of the Program included more work on data collection techniques and data analysis. Participants also indicated that the class as a whole wished to participate in the design of an evaluation that the "master class"

would perform, examining management issues at the Resource Center level of the program.

Part II of the Certificate Program (March, 2000) consisted of field work by teams of participants who evaluated microgrant projects undertaken by NGOs in Southern Russia and Siberia. Part II also included the preparation of evaluation reports by participants. Course instructors joined teams in the field and provided coaching. They also were able to observe at first hand the NGO network structure through which NGOSS Program microgrants were being administered and monitored.

The final phase (Part III) of the Certificate Program involved classroom discussions for participants on their field evaluation experience. They formally presented their findings and conclusions and engaged in initial efforts to assess findings across the full set of microgrants and grantees they had examined during Part II of the course. At the end of Part III, participants received certificates showing that they had reached a competency level equivalent to that of the 1997 Certificate Program in Evaluation class.

In addition to completing Part III of the Certificate Program, participants in this class contributed to exercises related to the start-up of an Evaluation "Master Class." The "Master Class" went beyond the basic curriculum for the Certificate Program in Evaluation. Its focus was on the grant management process, rather than on the effectiveness of individual microgrant projects. Its purpose was to provide selected graduates of the basic Certificate Program with additional experience and skills in monitoring and evaluation. The Executive Summary from the report on the NGOSS Grant Program Evaluation is provided here (the complete report is contained in Annex VIII).

Executive Summary

This Report is the outcome of an internal training evaluation of the Grants Program implemented in 1999-2000 as part of the Non-Governmental Organization Sector Support Program (NGOSS) funded by the U. S. Agency for International Development through World Learning Inc. (US). The evaluation focused on two key objectives:

- 1) to give newly-trained evaluators experience in evaluating a multi-level program, and
- 2) to identify possible ways to improve future microgrant programs.

Although the evaluation was primarily a training exercise, the team managed to collect and review a large volume of information about the Grants Program both at the individual grantee level and at the NGOSS level. Furthermore, the team, in our view, managed to analyze this information objectively, and to make realistic recommendations to increase the efficiency of future grant programs.

The review has shown that microgrant program goals in Southern Russia and in Siberia, as well as NGOSS goals, were essentially achieved. Development and implementation of the microgrant programs positively affected local NGO development and contributed to resolution of social problems within the regions. The evaluation also revealed that such programs increase confidence in NGOs as reliable partners and provide an opportunity to

test grant award and monitoring mechanisms in a real situation. In our view, regional microgrant programs in Siberia and Southern Russia share the following characteristics:

- social relevance of projects for the region;
- transparent process of grant awards and control over implementation and evaluation of the funded projects;
- detailed and documented project selection, monitoring and evaluation procedures;
- strict financial reporting and control over spending of funds;
- reasonable, measurable and objective project results.

The team concluded that grant programs should continue to be used as an NGO development tool.

During their review, evaluators identified a very interesting Grant Program result which had not been initially planned: *implementation of regional grants programs which are accessible to any non-government organization in the region engages the interest of businesses and local government authorities, and increases their readiness to finance projects that are socially relevant for the region.* Determination of the full extent of the impact made by regional grant programs on increased involvement of local businesses and government authorities in the work of NGOs requires further study. But there is no doubt that Regional Centers have become initiators and key sources of information about social project competitions both in Siberia and Southern Russia.

International Evaluation Activities

The American Evaluation Association accepted a proposal from MSI and the Center for NGO Support to present a panel on Monitoring and Evaluation Capacity Building in Russia at the AEA's annual convention in November 2000. Conference presentations by Ekaterina Greshnova and Sasha Borovikh, both Co-Directors of the Center for NGO Support, are included in Annex IX.

The SCISC network also sponsored an international conference in November 2000 on "Evaluation and Monitoring as an Instrument for Making Social Projects More Attractive to Investment." The conference was organized and implemented by SCISC, and financed by the NGOSS Program and the Soros Foundation. 109 persons attended the conference, and thirteen countries were represented (Germany, Poland, Bulgaria, the US, and most of the NIS countries). Richard Blue and Molly Hageboeck from MSI also participated and made presentations.

The conference was a major success. The participants rated it highly for both the information received, and for the excellent networking opportunity. SCISC concluded on the basis of the conference results that the theme of the conference was timely; that evaluation is indeed an effective mechanism for making social projects more attractive to donors or local government; that both donors and local government are potential consumers of evaluation expertise; and that it is necessary to develop a professional Russian evaluation society.

VII. MICROGRANT PROGRAM

According to the NGOSS Program contract, the microgrant program of Component 1 was designed to be a competitive process managed by World Learning/CNGOS and the Resource Centers and their networks in order to award grants to NGOs for activities that would strengthen the services they offered their clients. Not only did the microgrant program enable the Resource Centers to run grant competitions in their regions and provide much needed resources to NGOs, but it also became a powerful tool for strengthening the Resource Centers' capacities to run, monitor and evaluate grant competitions, and for measuring the levels of NGO institutional development in the target regions.

USAID approved the method, geographic focus, solicitation, and resultant grants under the program, allowing World Learning/CNGOS and the Resource Centers much latitude in designing the microgrants process to reflect regional priorities, differences and preferences. SCISC and SRRC launched their microgrant programs first; Samara and Novgorod joined the program later and thus began their microgrant programs later. World Learning's role was to ensure that the four regional microgrant programs were consistent with NGOSS Program goals; complied with USAID requirements and regulations; met the time frame set forth in the prime contract; and that fostered information-sharing among the four regional Resource Centers.

World Learning/CNGOS tailored its role to reflect the experience level each of the four Resource Centers already had in managing a grants program. World Learning's responsibilities were delineated in a Joint Activity Memorandum signed with each Center, and covered aspects of microgrant program development (ideas/concepts/documents/information dissemination); microgrant award (review and decision making) and implementation (monitoring); and microgrant analysis and reporting. In essence, World Learning/CNGOS viewed the microgrant program as a tool that the Resource Centers could use to further their own strategic development plans, as well as to meet the needs of local communities.

GRANT PROGRAM DESIGN

Development

SCISC was the most experienced of the four Resource Centers and required the least assistance from World Learning/CNGOS. SCISC developed its own microgrant program concept and documentation utilizing expert and technical advice provided by World Learning/CNGOS.

A considerably greater amount of expert and technical advice was needed by SRRC, the Povolzhe Association (Samara) and particularly Health and Life Foundation (Novgorod), since these Resource Centers had considerably less experience in implementing grant

programs. In these cases, World Learning/CNGOS was deeply involved in development of ideas, concepts, strategies, goals and objectives of the respective microgrant programs.

Implementation

Implementation strategies were similar in all four regions. These included World Learning's expert assistance to the Centers and the participation of World Learning/CNGOS staff specialists on Expert Review Committees, in performing pre-qualification visits and in monitoring of the grantees. The only difference lay in the mechanism for microgrant fund transfer: SCISC, SRRC and the Povolzhe Association funded grantees directly, while grantees in the Novgorod region received their money directly from World Learning's (Moscow) account.

INTERNAL AND EXTERNAL PROBLEMS/LESSONS LEARNED

World Learning's involvement in the process of microgrant program administration was perceived differently by the Siberian and Southern Region Resource Centers. SRRC was satisfied with the role of World Learning and USAID in the initial design, while SCISC thought both institutions should be less involved in the process. SCISC staff pointed out in their interviews that the volume of information requested by USAID through World Learning for grant approval was, in their view, excessive, and that the role of each participant had not been clearly enough defined at the beginning of the microgrant program.

Recommendations

If the Microgrant Program requires USAID's involvement and approval at various points along the way, the program design should take into account the time required for getting USAID to review and approve various documents. A more detailed variant of a Joint Activity Memorandum should be compiled. This variant should include a more detailed description of each participant's duties and responsibilities as well as approximate types of information and statistical data to be requested by the administering organization.

RESOURCE CENTERS

Microgrant Goals and Objectives

USAID priorities were defined in a rather broad way, which allowed the Resource Centers to define their microgrant programs to take into account regional priorities and needs, and to tailor these programs to the staff resources available.

The vision of the microgrant programs' role and place in the activities of Siberian and Southern Region Resource Centers was in many respects similar. Both SCISC and

SRRC believed that the microgrant program should help resolve social problems in the regions; offer non-government organizations equal bidding opportunities; improve local NGOs' professionalism and activity; strengthen their fundraising capacities; and expand the thematic and geographical range of services provided to citizens by non-profit organizations.

The SCISC program focused chiefly on training. The microgrant was expected to move the grantee organization to a new professional level whereby it could improve the quality of its services and expand its audience and range of services. At the same time, each of the three scheduled microgrant solicitations was intended to provide broad support to civic initiatives worthy of attention. SCISC envisioned its professional niche in grant program management, which it viewed as a separate aspect of the Center's overall development. This explains why the development of SCISC's own resources during the microgrant program implementation was included among its goals (albeit not explicitly stated in the documents).

For the SRRC, priorities of its microgrant program—which originally contained only one solicitation—included assistance in resolving social problems in Southern Russia, and demonstration of NGOs' professional capacities in handling such problems. SRRC did not view the microgrant program management as a separate activity, but rather as an efficient instrument for improving NGO professionalism and the image of the non-profit sector in Southern Russia. Its microgrant program was expected to address such issues as training of the SRRC staff, testing the microgrant program model, and raising SRRC's prestige in the community.

The Centers in Novgorod and Samara perceived their microgrant programs' goals and objectives much in the same way. Both Centers aimed to strengthen NGOs in their regions through improving interaction among them, widening the scope and geographical coverage of their activities, expanding and increasing their client bases, and disseminating positive experiences.

Despite general resemblance among these microgrant programs, their goals and objectives were not entirely identical. The Novgorod Center, for example, was particularly interested in developing interaction and partnership between NGOs, and nearly half of the projects implemented in the Novgorod region included this issue as their essential feature. In the Samara, however, the program paid particular attention to teaching NGOs new skills. This idea was reflected in two goals of the Povolzhe Association's microgrant program: NGOs were to learn new methods of implementing their stated scopes of activities, and they were to learn practical skills for writing proposals to international donors.

Grant Program Management: Staff, Duties, Decision-Making

At all Resource Centers, the grant managers were in charge of general microgrant management, including development of microgrant program

ideas/concepts/documentation; development of and oversight of the solicitations, implementation and close-out procedures; performing pre-qualification, monitoring and evaluation visits to grantees; verification of their reporting; and compilation of reports (including statistics) on their microgrant programs to be submitted to the administering organization.

MicroGrant Program Implementation

Concepts, Priorities, Development

SCISC defined its microgrant priorities on the basis of suggestions presented by SCISC regional coordinators at the quarterly meeting in December, 1998. It emphasized regional and interregional projects aimed at solving social problems; projects teaching NGOs new models of interaction with government, legislative and government bodies; and projects improving professional levels of NGOs. SCISC decided to preserve its already well-known up to \$500 grant competition, and to introduce two new grant types - up to \$1,000 and up to \$7,500. Grants of up to \$500 were awarded to NGOs in existence for less than one year to implement short-term actions and events and to master the skills to obtain future grants (such grants could be called "educational"). Grants of up to \$1,000 were awarded to NGOs experienced in implementing one-to-three month projects to support short-term activities, to improve the quality of services provided by these NGOs, to expand their client bases and to improve their images in the local community. Grants of up to \$7,500 were awarded to NGOs experienced in implementing long-term (up to one year) projects and well-known in their local communities in order to support their efforts to resolve social problems together with government and/or business structures, and to improve the overall image of the NGO Sector. The SCISC regional representative offices were heavily involved in this process.

SRRC viewed its microgrant program as an opportunity for the Center and its NGO clients to improve existing skills and gain greater experience in grant program development and implementation. The Center originally planned only one grant competition. However, it subsequently proposed and received approval for from World Learning and USAID a second grant round in 2000 targeted at Krasnodar NGOs. The maximum amount of a grant during the first round was up to \$5,000 and, during the second round, up to \$1,000. In order to ensure equitable coverage of the NGO Sector in the Krasnodar krai, SRRC used a system of regional quotas during the first round. These quotas were defined on the basis of data about the number of NGOs active in respective regions. The following percentages were defined: city of Krasnodar - 15.4%; other cities of the Krasnodar krai - 15.4%; city of Rostov-on-Don - 19.2%; other cities of the Rostov oblast - 15.4%; city of Stavropol - 11.5%; other cities of the Stavropol krai - 15.4%; and Republic of Adygeya (including Majkop) - 7.7%.

The second round of microgrant competition was a logical follow-on to the "I've Got an Idea!" NGO forum held in Krasnodar on April 27, 2000. This forum helped to identify the most interesting ideas of Krasnodar NGOs. Since the amount of funds allocated for

the second round was limited to \$5,000 in total, SRRC decided to fund only the five best projects of Krasnodar NGOs for up to \$1,000 each.

The Novgorod Center decided to organize microgrant competitions aimed at four types of projects: implementation of partnership projects; establishment of consultancy stations; building of short-term coalitions; and publication/dissemination of information materials. The Center conducted special surveys prior to making decisions on these four project types. Both city and oblast NGOs were invited to take part in these competitions. During development of the concepts, particular attention was paid to establishing and improving interaction between city and oblast NGOs. The Novgorod Center developed all microgrant documents in close cooperation with World Learning/CNGOS staff. The maximum amount of a microgrant was limited to \$3,000, since the entire microgrant pool in Novgorod was much less than that in Siberia or Southern Russia.

The Povolzhe Association included two types of microgrants: for "resource" NGOs and for "project" NGOs. The Association's decision to organize these types of microgrant competitions was made after a special survey among regional NGOs revealed a considerable demand for resource organizations that supported NGOs of a certain territory or a scope of activities. Such an approach was viewed by the Association's microgrant staff as more important, since they believed that the number of efficiently functioning resource NGOs was necessary to further successful development of the entire NGO sector in Samara oblast. Thus the first microgrant type (up to \$10,000) was to be awarded to NGOs capable of performing the same functions as Resource Centers and, consequently, establishing a regional network of resource centers. The second microgrant type (up to \$4,000) was to be awarded to NGOs to support expansion of their scopes of services and client bases, as well as to improve their equipment capacities.

Information Campaigns

Each of the Centers tried to make information about their microgrant programs available to the maximum number of NGOs in their regions. Information was delivered through thematic presentations, the mass media and during different NGO-sponsored events.

SCISC distributed information through its publications, through mass media and through distribution of handouts in the SCISC Novosibirsk office.

SRRC provided detailed information, including that concerning organizers, goals and objectives, geography, schedule, grant implementation period, grant amounts, and eligibility criteria. In target cities, 276 NGOs were registered as having received information on the program. Articles on the microgrant program were published in nine regional newspapers and delivered through seven local TV channels and four radio channels. The Center sent its newsletter, "The Success Formula," to 415 NGOs. Information materials sent to potential participants also included recommendations on grant proposal writing. Dissemination of information began two months before the program was launched.

In Novgorod, information dissemination about the microgrant program began as soon as the program was approved by USAID. The Novgorod Center reported that 755 sets of documents were distributed to NGOs in Novgorod and the Novgorod oblast. Information also was delivered through one local TV channel and one local radio channel. Some documents were distributed by local government representatives.

In Samara, information about the microgrant program was detailed and included information about microgrant organizers, goals and objectives, geography, schedule, grant implementation period, grant amounts, and eligibility criteria. The Association reported that it had distributed 114 sets of materials at the request of potential participants. It also delivered information through one local TV channel and two local newspapers. Information materials sent to participants included the proposal form and recommendations for responding.

Consultations

SCISC provided consultations in all regions. These consultations included grant proposal writing and grant management seminars. A total of 1,447 individual consultations were provided to potential grantees in SCISC target regions.

SRRC emphasized the fact that its microgrant program included a specially designed training and consultative initiative. The main objective of this effort was to ensure that projects of the highest quality were submitted to the microgrant competition. Potential applicants were offered a five-stage complex training program aimed at improving the NGOs' abilities to raise funds. The first stage of this program covered strategic planning, while the second stage was dedicated to practical skills in researching and raising funds. During the third stage, NGOs could receive individual consultations on requirements for proposals, proposal structure, and project budget. Within the training program, representatives of 261 NGOs took part in the seminars, and representatives of 132 NGOs received individual consultations. These efforts proved extremely useful: only fourteen percent of submitted projects were declined on formal criteria. The training program's fourth stage was delivered to NGOs who were awarded grants. These NGOs received information on grant management and program and financial reporting. NGOs who failed to win grants also received some training, in the form of a seminar entitled "Grant Proposal Writing: Work on Mistakes." Seminars were held in all target cities for a total of 174 participants.

Consultative work in Novgorod consisted of thematic seminars for representatives of Novgorod and district NGOs. Four two-day seminars on fundraising/grant proposal writing and strategic planning/organizational development were organized in four cities of the oblast since these seminars were perceived as an important element in ensuring high quality projects for the microgrant competitions. A total of ninety-nine NGOs and twenty-three initiative groups (152 people) took part in these seminars. The Novgorod

Center noted that the grant proposal writing seminar turned out to be the most in demand by NGOs.

The Povolzhe Association reported 123 consultations provided to seventy-eight NGOs, and nine consultations in district cities of Samara oblast.

The Review Process

SCISC did its best to avoid any conflict of interest between its function as a grant making organization, and its function as a Resource Center. It decided that no more than thirty percent of the Expert Committee members could be SCISC managers, and that these managers would be rotated. The Center used the following review schemes: for grant competitions of up to \$500, all experts would review all projects submitted to the competition, making their final decision either by consensus or by voting; for the grant competitions of up to \$1,000, each proposal was reviewed by three experts who presented their considerations to the Expert Committee, and if their evaluations varied too greatly, additional experts would be called in; and for grant competitions of up to \$7,500, each proposal was reviewed by two experts at preliminary and final stages, and in case of any discord, additional independent experts would be engaged. In total, the Expert Committee recommended sixty-seven grants up to \$500 (\$ 28,161), thirty-one grants up to \$1,000 (\$29,696), and twenty-eight grants up to \$7,500 (\$158,567). Pre-qualification visits were made by a third pair of experts. After the list of resultant grants was agreed upon with World Learning/CNGOS, it was sent to USAID for approval.

In the first round of its microgrant program, SRRC received 113 proposals from sixteen cities in Southern Russia. An Expert Committee consisting of fifteen people was created to review proposals. For the second round, SRRC received sixteen proposals from Krasnodar and formed an Expert Committee consisting of five people. In both rounds, SRRC took pains to avoid any conflicts of interest. First, it defined potential conflict of interest situations, and then took preventive measures. Thus proposals from region A were sent for review to experts from region B and vice versa. SRRC network member organizations could not themselves submit proposals for these microgrant competitions. Each proposal was reviewed by three experts, who evaluated it according to an established grading system. The experts also had to complete a special evaluation form on the basis of information provided by documents attached to the proposal. All results were submitted to the Head of the Expert Committee, which then compiled rating lists. The rating of each proposal was defined by an average score calculated on the basis of all scores given to a proposal. The rating list consisted of two parts: proposals most likely to be funded, and proposals put on the "back-up" list. The Expert Committee then would vote on which proposals to fund. After the proposal was recommended for funding, pre-qualification visits to the NGO were made to ensure the organization had a stable management system and internal controls for fund expenditures. The final list of resultant microgrants was agreed upon with World Learning/CNGOS and then sent to USAID for approval. During the first round, thirty-seven projects were recommended for funding in the total amount of \$ 14,4629, and during the second round, five projects were

recommended for a total amount of \$ 4,642. A two-step funding scheme was used. The first transaction was made after the microgrant agreement was signed, and the second transaction could be made only after the organization had submitted intermediate program and financial reports and these reports were reviewed and approved by SRRC.

Novgorod received fifty proposals for four types of microgrant competitions. Experts (from the Novgorod Center staff, World Learning/CNGOS staff, "Nevskiy Angel" NGO and SRRC) and observers (representatives of the Novgorod Center staff, World Learning/CNGOS, Regional Investment Initiative (Velikiy Novgorod), local government) were involved in the work of two Expert Committees. Proposals were distributed to experts three to five days before the first Expert Committee meeting. Both Expert Committees reached their final decision by a vote. No information additional to that reflected in the evaluation forms was taken into account at this point. After the two Expert Committee meetings, a preliminary list of twenty-two projects was compiled. Some projects were put onto a reserve list on the condition that the proposing NGO could present positive answers to questions and make a good impression during pre-qualification visits. Finally, after pre-qualification visits to NGOs, the Center decided to fund twenty-nine projects for a total amount of \$36,247. Recommended microgrants were agreed upon with World Learning/CNGOS and sent to USAID for approval.

In Samara, seventy-six proposals were received in both microgrant competitions. Three proposals were declined on formal criteria. The Povolzhe Association formed a special Grant Committee consisting of fifteen people (three local government representatives, three representatives of business structures, three members of the Povolzhe Center staff, and six representatives of foreign foundations operating in the Samara oblast). Standard Procedures for preventing a conflict of interest were applied. For example, proposals submitted to the microgrant competition for "resource" projects were evaluated by representatives of SRRC and SCISC to avoid the possible conflicts of interest between the Povolzhye Association's functions as a resource/network organization and as a grantmaker. During preliminary review, projects were evaluated for compliance with formal criteria of the microgrant competition. The Grant Committee then convened three times: first, for an orientation meeting to explain procedures and distribute documents; secondly, to define eligible activities of the microgrants program; and thirdly (at the end of the microgrant program), to evaluate results. Proposal evaluation procedures included evaluation of the quality of the proposal and quality of the NGO applicant. The quality of each proposal was evaluated by each expert. The experts filled out a special evaluation form which they submitted two days prior to the main meeting of the Grant Committee. A special rating list was compiled on the basis of grading points from these forms. In the rating list, all projects were divided into four groups: 1) recommended for funding by all experts; 2) recommended for funding on the condition that unspent microgrant funds were still available after funding projects in the first round; 3) back-up proposals with lower scores which could be processed only after all projects from the second group were considered; and 4) projects declined by most experts. Each member of the Grant Committee was given the rating list of all projects, with no additional information taken into account at this point. Final decisions on each grant were made by voting. Out of seventy-six projects, twenty-one were recommended for funding (five

"resource" projects up to \$10,000 and sixteen projects up to \$4,000). The total amount of funding on twenty-one projects was \$108,079 (five "resource" projects for \$44,557 and sixteen "non-resource" projects for \$63,501). Following this decision, nineteen pre-qualification visits were made to the NGO winners. The final list of projects recommended for funding was agreed upon with World Learning and sent to USAID for approval.

Monitoring

For SCISC, all twenty-eight microgrants up to \$7,500 and thirty-two percent of microgrants up to \$1,000 were monitored. Since projects were widely spread geographically, many of them were monitored by regional staff.

SRRC monitored eighty percent of all microgrants. SRRC staff, regional coordinators and World Learning/CNGOS representatives performed the monitoring.

In Novgorod, thirty-seven percent of all microgrants were monitored by Novgorod Center staff with assistance from World Learning/CNGOS staff.

In Samara, monitoring was conducted by in two stages. Association staff made a total of thirty-two monitoring visits to NGOs. During the first phase, they monitored the "start" of each microgrant, and during the second, they monitored the activity's compliance with that stated in the proposal.

Problems Encountered/Recommendations

According to SCISC, the extended period of time required for approval of a resultant microgrant presented a serious problem for projects up to \$500, since these typically were for time-sensitive events. The second problem the Center encountered concerned preparation of annotations for USAID approval. SCISC mentioned that new and small NGOs sometimes could not formulate expected quantitative and qualitative results clearly enough, so that additional time was required to receive this information.

SRRC reported that monitoring activities created pressure on its grant staff since the amount of work turned out to be greater than originally expected. The Center also reported problems with submitting "success stories," as there was no unified understanding of what such stories were and what their formats should be. SRRC encountered particular difficulties in identifying and submitting "success stories" depicting positive changes in the life of a particular beneficiary, due to the fact that such "success stories" were not mentioned in contracts between USAID and World Learning or World Learning and SRRC. According to SRRC, requests from World Learning/CNGOS for individual success stories forced them to undertake additional activity to collect and submit such information (a problem that, in fact, all other Resource Centers encountered). Ultimately, SRRC came to believe that these stories of individual

success were the most clear and vivid examples of the microgrant program's efficiency, and helped to improve the image of the Third Sector on the whole. SRRC also thought it would be useful for all of its staff members to receive some grant program management training.

The Novgorod Center reported the largest number of conceptual and technical problems. These included problems with disseminating information about the program; low quality of proposals submitted from district cities; lack of time for preliminary review of proposals; insufficient time for experts to review proposals; different expectations by partner NGOs about implementation of partnership projects; mistakes in project implementation and reporting on it; and delays with fund transactions. In the Novgorod Center's opinion, most problems could be solved by better consultative work at all stages of microgrant program implementation (including seminars on issues of proposal writing, grant management, and program and financial reporting) and improvement of all schedules related to the microgrant program, including proposal collection and review, grant implementation, reporting, and fund transaction schedules.

The Povolzhe Association noted that its microgrant staff lacked necessary professional skills at the beginning of its program, and that there was a problem concerning teamwork during the initial stages. The Association recommended increasing the period for submitting proposals to up to two months, moving the period of the entire microgrant program to occur during the summer months, and introducing a two-stage system for grantee reporting.

A list of microgrants awarded by each Resource Center and an analysis of the overall microgrant program appear in Annex X.

ANNEXES

1. **General Performance Indicators**
2. **ASFEC Curricula for Municipal Employee Computerized Training Courses**
 - A) **Training for Website Managers**
 - B) **Municipal Census Systems**
 - C) **Basic Windows**
 - D) **Document Management**
 - E) **Municipal Finance**
 - F) **“Geoinformation” (Land Cadastres)**
3. **ASFEC: 16 Models for Improved Municipal Management (with 36 instances of replication)**
4. **ASFEC: 2001 Schedule for Post-USAID Funding (course offerings for the six computerized courses on Municipal Management)**
5. **Strategy for Filling in Information Gaps**
 - HUBs List and Contact Information**
 - Review of the “NGO Digital Library”**
 - General Statistics on the “NGO Digital Library”**
 - Monthly Statistics on Library Usage**
 - List of Inquiries for Library Publications**
6. **Publications Produced by Regional Resource Centers and Microgrant Recipients in the Regions**
7. **Performance Monitoring Plan (PMP)**
8. **Grant Program Evaluation (by Russian Evaluators Training Program)**
9. **Monitoring and Evaluation: Presentations by Katya Greshnova and Sasha Borovikh at the American Evaluation Association Annual Conference, November 2, 2000**
10. **List of Microgrant Project Activities (by Resource Center) and Analysis of Microgrant Program**

General Performance Indicators

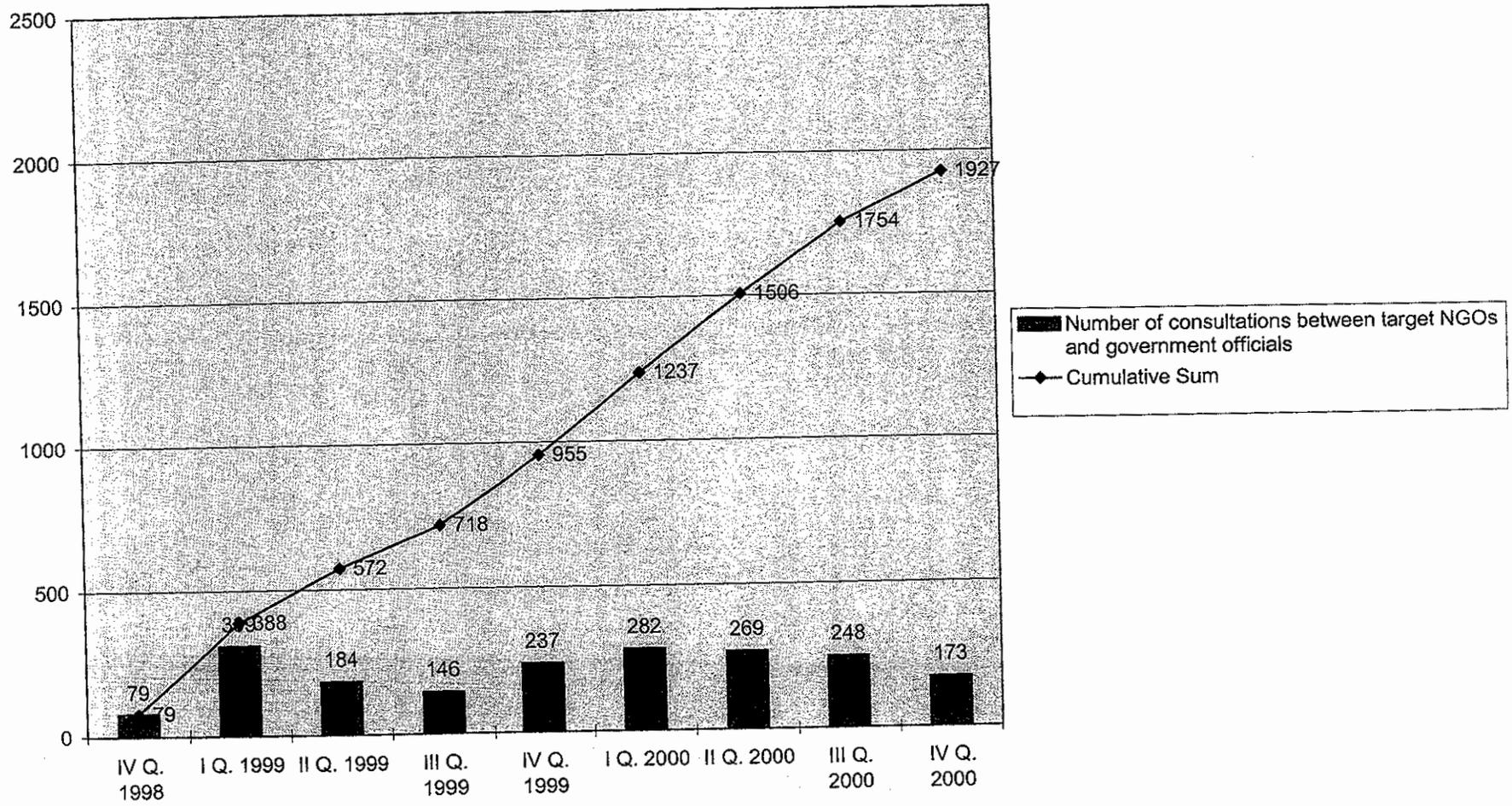


Chart1

General Performance Indicators

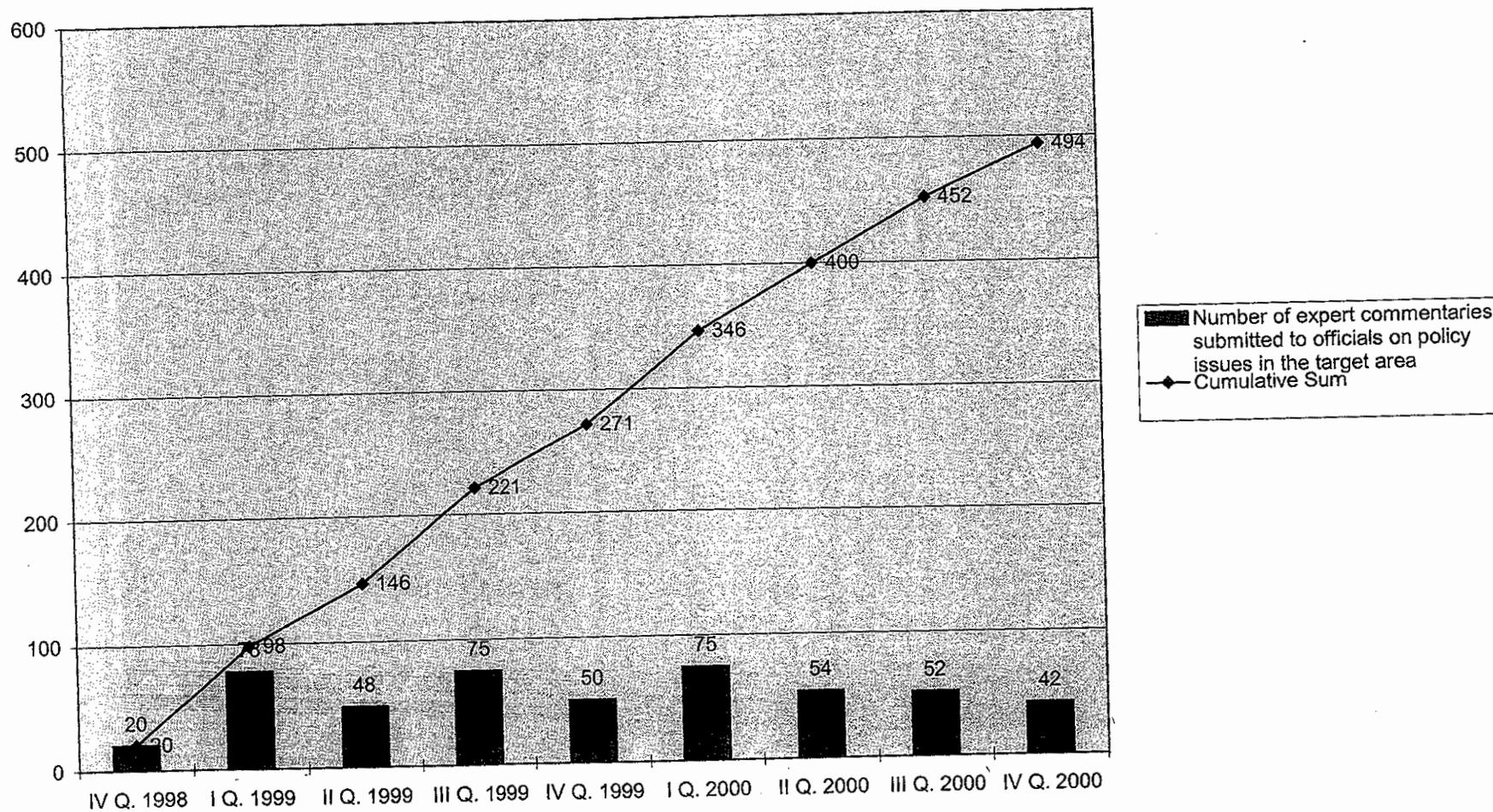


Chart2

General Performance Indicators

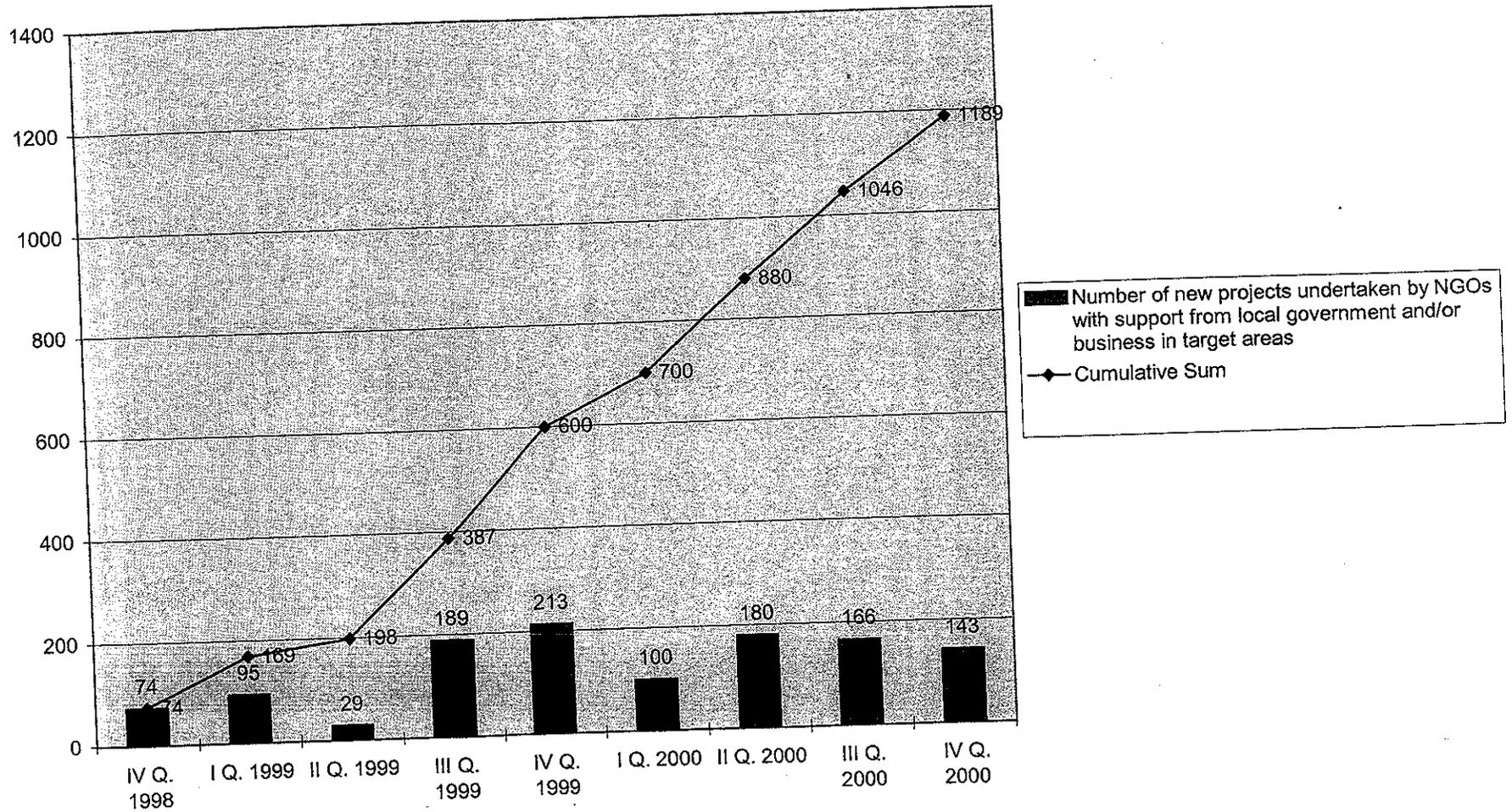


Chart3

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General Performance Indicators

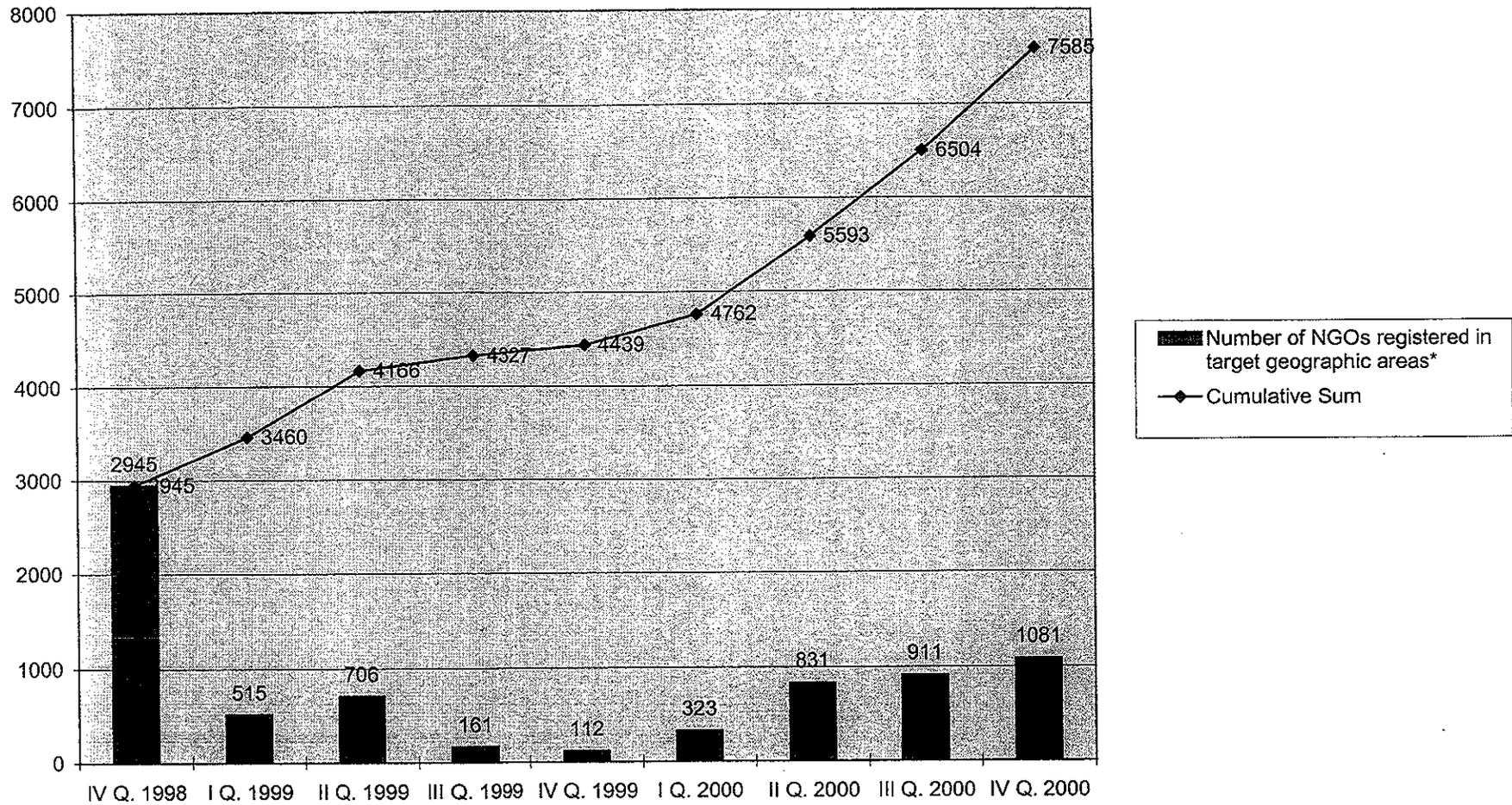


Chart4

General Performance Indicators

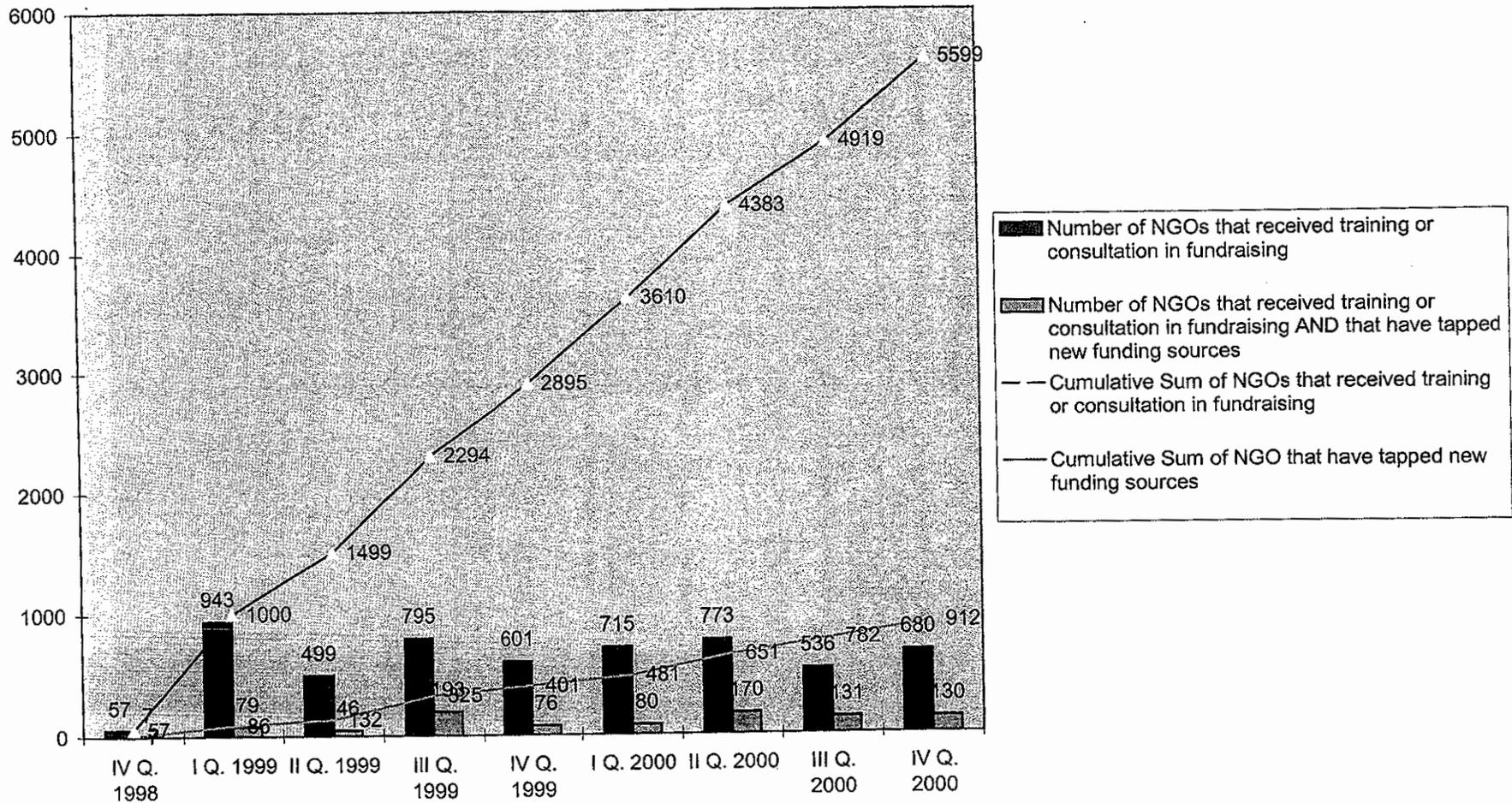


Chart5

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General Performance Indicators

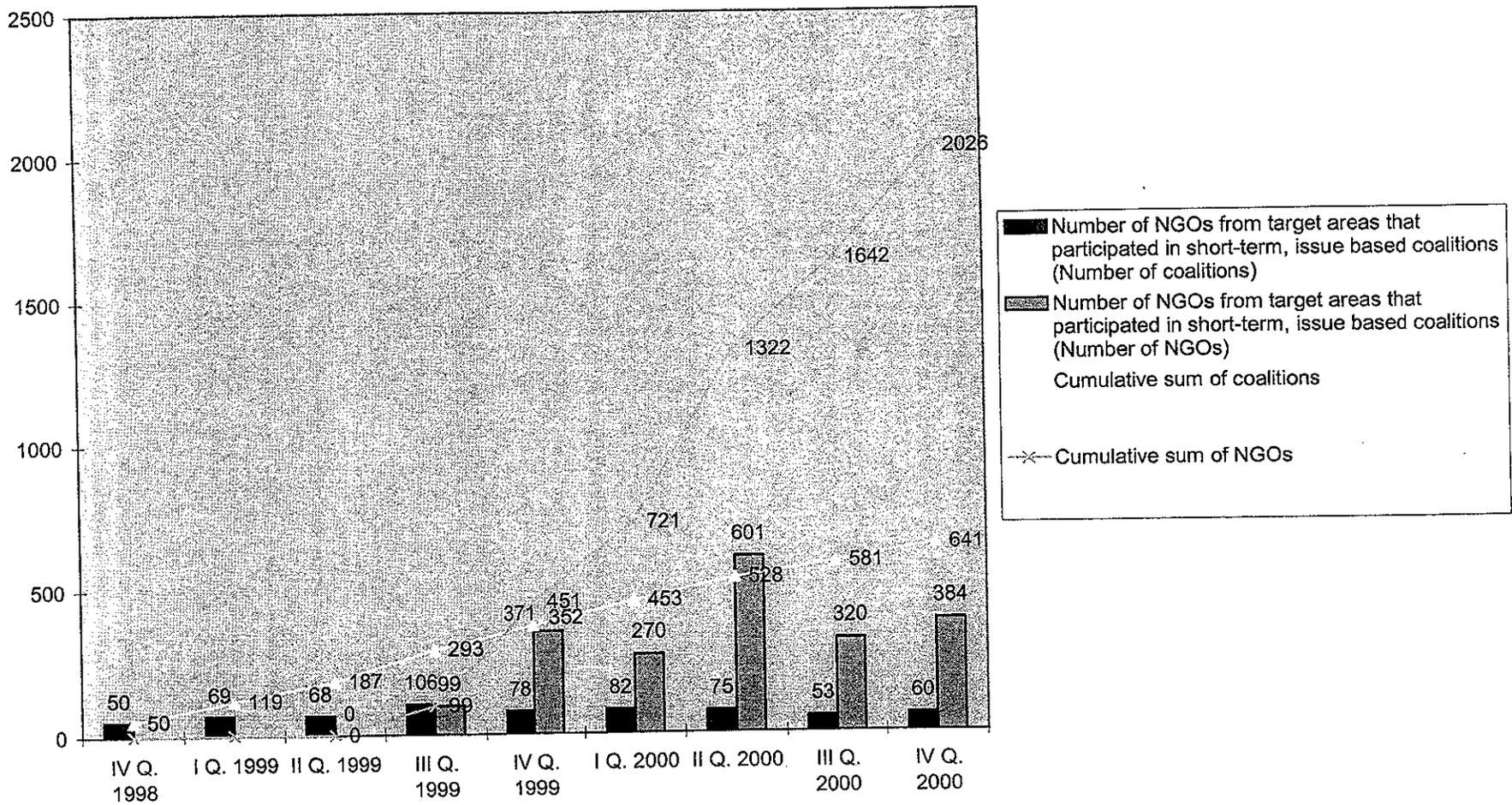


Chart6

General Performance Indicators

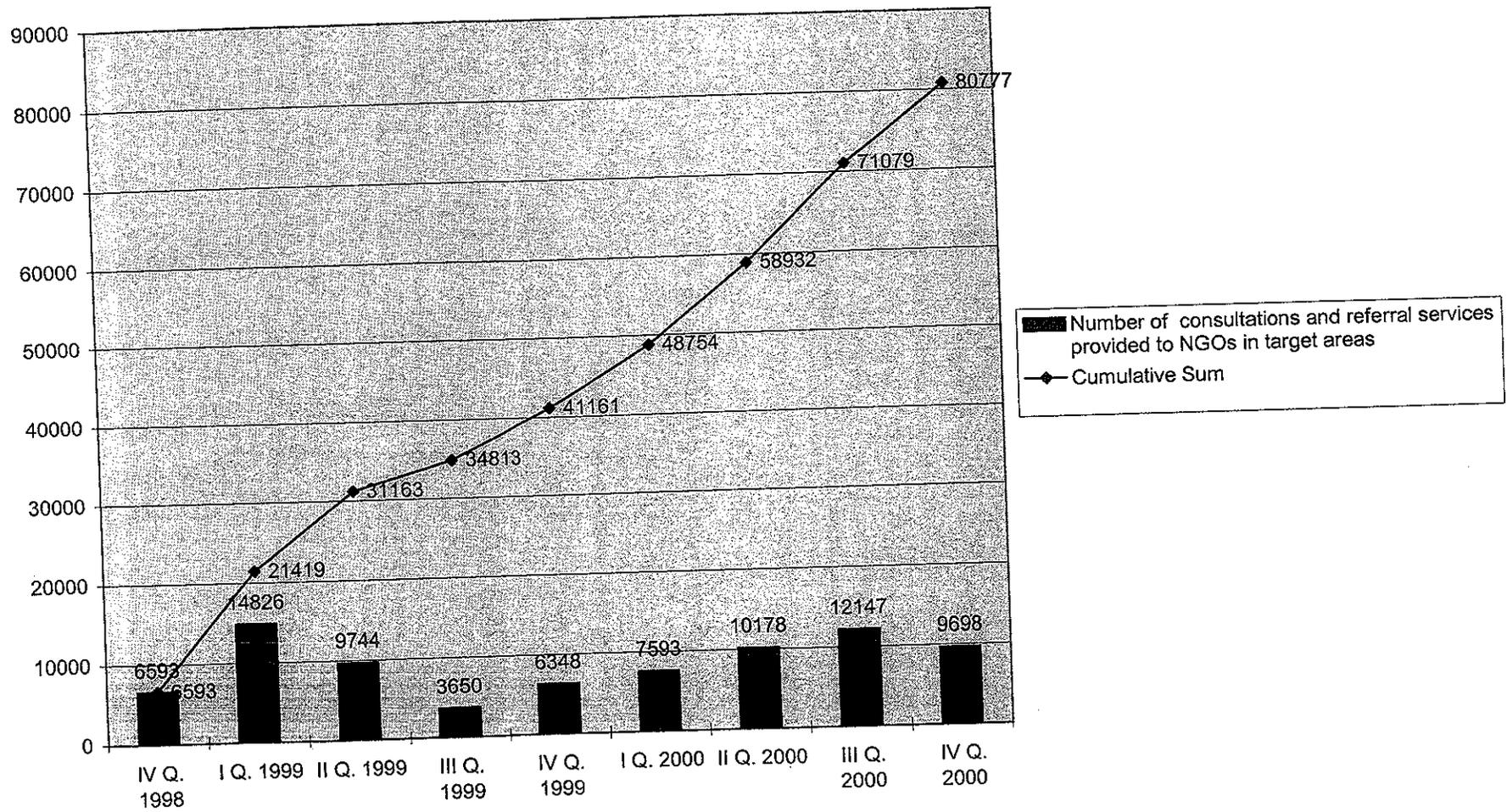


Chart7

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Region	Number of consultations between target NGOs and government officials	Number of expert commentaries submitted to officials on policy issues in the target area	Number of new projects undertaken by NGOs with support from local government and/or business in target areas	Number of NGOs registered in target geographic areas*	Number of NGOs that received training or consultation in fundraising	Number of NGOs that received training or consultation in fundraising AND that have tapped new funding sources	Number of NGOs from target areas that participated in short-term, issue based coalitions (Number of NGOs)	Number of NGOs from target areas that participated in short-term, issue based coalitions (Number of coalitions)	Number of consultations and referral services provided to NGOs in target areas	Date
Samara	15	12	0	54	69	4	26	5	372	7/ IV Q. 1999
	46	21	8	100	32	3	20	5	690	8/ I Q. 2000
	20	13	35	0	52	16	21	6	454	9/ II Q. 2000
	13	7	14	714	17	10	18	4	88	10/ III Q. 2000
	15	8	30	331	58	11	4	2	413	11/ IV Q. 2000
	8	0	9	11	0	0	15	0	827	7/ IV Q. 1999
	6	0	4	13	0	0	0	0	444	8/ I Q. 2000
	18	1	2	21	0	0	0	0	1184	9/ II Q. 2000
	14	1	1	13	0	0	0	1	901	10/ III Q. 2000
	0	0	3	3	87	6	8	2	513	11/ IV Q. 2000
Novgorod	44	12	15	2500	57	7	0	9	4063	3/ IV Q. 1998
	87	9	47	50	450	53	0	39	7792	4/ I Q. 1999
	86	4	0	650	274	33	0	38	1823	5/ II Q. 1999
	66	11	19	47	365	19	0	25	1875	6/ III Q. 1999
	101	11	32	0	223	29	207	53	1320	7/ IV Q. 1999
	135	27	30	0	257	48	157	36	1746	8/ I Q. 2000
	100	7	44	0	275	54	97	26	4064	9/ II Q. 2000
	83	22	39	0	212	60	134	19	6745	10/ III Q. 2000
	60	17	26	0	212	58	155	16	3907	11/ IV Q. 2000
	SRRC (Southern Russia)	35	8	59	445	0	0	0	41	2530
222		69	48	465	493	26	0	30	7034	4/ I Q. 1999
98		44	29	56	225	13	0	30	7921	5/ II Q. 1999
80		64	170	114	430	174	99	81	1775	6/ III Q. 1999
113		27	172	47	309	43	104	20	3829	7/ IV Q. 1999
95		27	58	210	426	29	93	41	4713	8/ I Q. 2000
131		33	99	810	446	100	483	43	4476	9/ II Q. 2000
138		22	112	184	244	61	168	29	4413	10/ III Q. 2000
98		17	84	747	323	55	217	40	4865	11/ IV Q. 2000
SCISC (Siberian Region)		44	12	15	2500	57	7	0	9	4063
	87	9	47	50	450	53	0	39	7792	4/ I Q. 1999
	86	4	0	650	274	33	0	38	1823	5/ II Q. 1999
	66	11	19	47	365	19	0	25	1875	6/ III Q. 1999
	101	11	32	0	223	29	207	53	1320	7/ IV Q. 1999
	135	27	30	0	257	48	157	36	1746	8/ I Q. 2000
	100	7	44	0	275	54	97	26	4064	9/ II Q. 2000
	83	22	39	0	212	60	134	19	6745	10/ III Q. 2000
	60	17	26	0	212	58	155	16	3907	11/ IV Q. 2000
	SCISC (Siberian Region)	35	8	59	445	0	0	0	41	2530
222		69	48	465	493	26	0	30	7034	4/ I Q. 1999
98		44	29	56	225	13	0	30	7921	5/ II Q. 1999
80		64	170	114	430	174	99	81	1775	6/ III Q. 1999
113		27	172	47	309	43	104	20	3829	7/ IV Q. 1999
95		27	58	210	426	29	93	41	4713	8/ I Q. 2000
131		33	99	810	446	100	483	43	4476	9/ II Q. 2000
138		22	112	184	244	61	168	29	4413	10/ III Q. 2000
98		17	84	747	323	55	217	40	4865	11/ IV Q. 2000

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АССОЦИАЦИЯ СИБИРСКИХ И ДАЛЬНЕВОСТОЧНЫХ ГОРОДОВ



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E-mail: admin@asdg.ru
asdg@s54.nsk.ru

ВВЕДЕНИЕ

ОСНОВНЫЕ ПОНЯТИЯ И ТЕРМИНЫ INTERNET

Протоколы
Услуги Internet
Понятие Web-страницы и Web-узла
URL - универсальный указатель ресурсов
Гиперссылки
Броузеры

ЗНАКОМСТВО С MICROSOFT INTERNET EXPLORER

Запуск Internet Explorer
Основная панель инструментов
Доступ к ресурсам Internet
Использование гиперссылок
Использование URL-адреса
Сохранение Web-страниц
Печать Web-страниц
Сохранение Web-страниц
Поиск и использование информации Internet
Инструмент Поиск
Формирование критериев поиска
Создание и использование списка Избранное
Использование Журнала

ПРОГРАММА MICROSOFT FRONT PAGE - ИНТЕГРИРОВАННЫЙ ИНСТРУМЕНТ СОЗДАНИЯ WEB-СТРАНИЦ

Запуск программы FrontPage
Панели инструментов
Меню программы
Область папок
Режим редактирования
Режим просмотра структуры папок
Режимы Navigation, Hyperlink

СРЕДСТВА ФОРМАТИРОВАНИЯ WEB-СТРАНИЦ

Шрифты
Создание списков для оформления текста
Создание таблиц. Свойства таблиц
Панель инструментов Table
Преобразование текста в таблицу
Размещение графики на Web-странице
Clip Art Gallery
Эскизы изображений
Редактирование изображений
Добавление альтернативного текста
Использование сложных элементов
Создание всплывающих кнопок
Добавление бегущей строки
Создание интерактивной карты

СОЗДАНИЕ Web-САЙТОВ

Создание одностраничного Web-сайта
Создание многостраничного Web-сайта
Создание многостраничного Web-сайта с фреймами

Создание одностраничного Web-сайта с закладками и фреймом
Создание Web-сайта с использованием других Web-сайтов
Зачетное задание

ПУБЛИКАЦИЯ WEB-САЙТОВ
Проверка орфографии Web-страниц
Параметры публикации
Модификация и поддержка Web-сайта
Реклама сайта

ПРОЕКТИРОВАНИЕ WEB-САЙТОВ. WEB-ДИЗАЙН
Процесс проектирования Web-сайта
Структурирование материала
Выбор текстового стиля
Связи между страницами
Необходимые ссылки
Навигация
Привлекательность Web-сайта

ГРАФИЧЕСКИЙ РЕДАКТОР Photoshop и WWW
Запуск Photoshop
Открытие файлов
Создание новых файлов
Сохранение файлов
Панель инструментов
Создание заголовков для Web-страницы
Создание изображения с эффектом виньетки
Создание изображения с использованием эффектов
Подготовка фона для Web-страницы

MICROSOFT OFFICE И WWW
Использование буфера обмена Windows
Добавление фрагмента текста Microsoft Word
Добавление данных электронной таблицы Microsoft Excel
Размещение диаграммы на Web-странице
Вставка информации из базы данных Microsoft Access
Сохранение документов Microsoft Office в HTML-формате
Использование механизма "перенести-и-оставить"

WEB-СТРАНИЦЫ ДЛЯ ВСЕХ

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Технические вопросы по сайту



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Курсы АСДГ: Муниципальные системы реестра населения

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Факс:(383-2)23-66-45

E-mail: admin@asdg.ru
asdg@s54.nsk.ru

ДЕНЬ 1. Общие сведения о муниципальных информационных системах.

Урок 1. Понятие информационной системы. Бумажная информационная система.

Цель и концепция учебного курса.

Информация и данные. Понятие информационной системы.

Бумажная информационная система (БИС). Документная модель города - основной метод БИС. Рис.1

Урок 2. Понятие информационной технологии. Автоматизированная информационная система (АИС). Виды АИС. Состав АИС по ГОСТ-34.

Урок 3. Основной принцип работы АИС. Рис.2.

Предметная область (ПрО).

Динамическая информационная модель ПрО.

Урок 4. Город как объект автоматизации.

Муниципальные службы, городские власти. Лица принимающие решения (ЛПР).

Социально-экономические объекты. Законы (алгоритмы) городской жизни.

Устав города.

Горизонтальные и вертикальные информационные потоки. Рис.3

Понятие жителя города.

Урок 5. Общее устройство АИС.

Пирамида конкретизации-обобщения.

Фундаментальное правило: один факт - в одном месте.

СУБД, прикладная логика (бизнес-правила), данные.

Урок 6. СУБД - основной системный компонент и движущая сила АИС.

Аналогия со складским хозяйством.

Модель "сущность - связь".

Урок 7. Система ЗАГСов России как бумажная распределенная информационная система.

Урок 8. Понятие документа. Документ в БИС и АИС.

Документ формализованный и документ неформализованный.

ДЕНЬ 2. Пользователь и автоматизированная информационная система.

Урок 9. Общие сведения о МИС "АСУ-город".

Понятие хозяйства.

Структура сети. Рис.

Техническое оснащение.

Программные средства.

Урок 10. Основная метафора (аналогия), реализованная в МИС "АСУ-город": рабочий кабинет муниципального служащего.

Папка с документами, полка с папками.

Основная и рабочая папка.

Рабочий стол. Рабочий кабинет

Урок 11. Пользователь системы. Классификация пользователей.

Представление пользователя в системе.

Урок 12. Общая схема работы пользователя в системе. Вход в систему.

Оперирование. Выход из системы. Стандартные элементы интерфейса пользователя.

Урок 13. Основные элементы интерфейса в метафоре рабочего кабинета.

Урок 14. Представление и свойства папки с документами.

Урок 15. Представление и свойства реквизитов документов.

Урок 16. Представление и свойства связей между документами.

ДЕНЬ 3. Сбор данных. Ввод документов.

Урок 17. Жизненный цикл жителя города. Представление (модель) жителя города в системе.

Урок 18. Правовое обеспечение. Федеральные законы и городские регламенты.

Урок 19. Документное представление жителя города.
Человек физический и человек социальный.
Требования к МИС в части ввода и хранения персональных данных.
Урок 20. Состав персональных данных и идентификация личности в системе.
Урок 21. Понятие о справочных источниках. Справочники и словари.
Урок 22. Общероссийские и общегородские справочники. Общегородская служба справочников.
Урок 23. Этапы процесса ввода документа.
Урок 24. Ввод справочных реквизитов.

ДЕНЬ 4. Работа с документами
Урок 25. Ввод документов в АС ЗАГС.
Урок 26. Ввод документов в АС ПВС.
Урок 27. Внесение исправлений в документы.
Урок 28. Поисковые возможности
Урок 29. Поисковые возможности (продолжение)
Урок 30. Готовые запросы и навигация.
Урок 31. Пользовательские представления папки.
Урок 32. Печать документов.

ДЕНЬ 5. Реестр населения.
Урок 33. Понятие о реестре населения. Реквизитный состав.
Урок 34. Формирование реестра населения. Ведение реестра.
Урок 35. Работа с реестром.
Примеры поисков.
Составление и печать списков.
Урок 36. Доступ к реестру через Интернет.
Урок 37. Примеры горизонтального обмена данными.
Урок 38. Обзор информационных систем по работе с населением.
Урок 39. Нужна ли городу информационная система?
Плюсы и минусы использования муниципальной информационной системы.
Готовность города к автоматизации.
Урок 40. Как получить информационную систему: приобретать по частям или делать постепенно самим.
Общее резюме по курсу.



АССОЦИАЦИЯ СИБИРСКИХ И ДАЛЬНЕВОСТОЧНЫХ ГОРОДОВ



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Проект: Базовый курс MS Windows

Проекты АСДГ
Вопросы и
предложения по
проектам

Исполнительная дирекция
АСДГ находится по адресу:
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Часть I. Основы Windows

- Урок 1. Состав персонального компьютера
- Урок 2. Программное обеспечение
- Урок 3. Элементы рабочего стола. Клавиатура
- Урок 4. Поиск файлов и папок
- Урок 5. Состав MS Office 97
- Урок 6. Структура окна программ

Часть II. Работа в текстовом редакторе MS Word 97

- Урок 7. Этапы создания документа
- Урок 8. Ввод и редактирование текста
- Урок 9. Открытие документа
- Урок 10. Копирование и перемещение фрагмента текста
- Урок 11. Форматирование текста
- Урок 12. Форматирование текста (продолжение)
- Урок 13. Оформление документа
- Урок 14. Макетирование страницы текста
- Урок 15. Макетирование страницы текста (продолжение)
- Урок 16. Таблицы в Word
- Урок 17. Таблицы в Word (продолжение)
- Урок 18. Таблицы в Word (продолжение)
- Урок 19. Режимы просмотра документа
- Урок 20. Печать документа
- Урок 21 - 23. Зачетная работа

Часть III. Работа в программе Проводник

- Урок 24. Проводник
- Урок 25. Проводник (продолжение)
- Урок 26. Проводник (продолжение)
- Урок 27. Проводник (продолжение)

Часть IV. Работа в табличном редакторе MS Excel 97

- Урок 28. Интерфейс Microsoft Excel 97
- Урок 29. Приемы работы в рабочем поле листа
- Урок 30. Орфография. Автозамена. Замена
- Урок 31. Автоввод. Автовывчисление. Автозаполнение
- Урок 32. Форматирование таблицы
- Урок 33. Работа с ячейками
- Урок 34. Формулы
- Урок 35. Формулы (продолжение)
- Урок 36. Функции
- Урок 37. Относительные и абсолютные ссылки
- Урок 38. Работа с большими таблицами
- Урок 39. Диаграммы
- Урок 40. Редактирование диаграмм
- Урок 41. Подготовка к печати, печать документов
- Урок 42 - 44. Зачетная работа

Часть V. Совместная работа приложений

- Урок 45. Обмен данными между программами Word и Excel
 - Урок 46. Подготовка презентации в PowerPoint
 - Урок 47. Подготовка презентации в PowerPoint (продолжение)
 - Урок 48. Пересылка документов по электронной почте
- Условные обозначения



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Курсы АСДГ: Система документооборота ГранДок

Проекты АСДГ
Вопросы и
предложения по
проектам

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Факс: (383-2)23-66-45

E-mail: admin@asdg.ru
asdg@s54.nsk.ru

ДЕНЬ 1. ИНФОРМАЦИОННЫЕ ТЕХНОЛОГИИ В ДОКУМЕНТАЦИОННОМ ОБЕСПЕЧЕНИИ УПРАВЛЕНИЯ (ДОУ). ШАБЛОНЫ ДОКУМЕНТОВ.

УРОК 1. ИНФОРМАЦИОННЫЕ ТЕХНОЛОГИИ В ДОУ

Документационное обеспечение управления. Материал к уроку

Техническое оснащение

Ожидаемые результаты

УРОК 2. СОЗДАНИЕ ДОКУМЕНТОВ. ШАБЛОНЫ.

Материал к уроку

Реквизиты

Бланки

Шаблоны

Практическая работа. Настройка Word

Настройка MS Word

УРОК 3. УГЛОВОЙ БЛАНК ДЛЯ ПИСЕМ. ТЕХНОЛОГИЯ ИЗГОТОВЛЕНИЯ ШАБЛОНА.

Угловой бланк для письма

Технология создания шаблона углового бланка для писем.

Создаем заготовку шаблона

Настраиваем параметры страницы шаблона

Форматирование шаблона для углового бланка для письма формата А4

Сохраняем шаблон

Создание документа по шаблону

УРОК 4. ИЗГОТОВЛЕНИЕ ШАБЛОНА УГЛОВОГО БЛАНКА ДЛЯ ПИСЕМ.

САМОСТОЯТЕЛЬНАЯ РАБОТА.

Задание для слушателей

УРОК 5. УГЛОВОЙ ОБЩИЙ БЛАНК ОРГАНИЗАЦИИ. ТЕХНОЛОГИЯ ИЗГОТОВЛЕНИЯ.

Общий бланк

Технология создания шаблона общего углового бланка.

Операции по созданию шаблона общего бланка на основе углового бланка для письма

Редактируем шаблон.

Сохраняем шаблон под новым именем:

Задания для слушателей

УРОК 6. ПРОДОЛЬНЫЙ БЛАНК ДЛЯ ПИСЕМ. ТЕХНОЛОГИЯ ИЗГОТОВЛЕНИЯ ШАБЛОНА.

Продольный бланк для писем

Технология создания шаблона продольного бланка для письма.

Форматирование шаблона для продольного бланка для письма формата А4

Сохраняем шаблон

Задание для слушателей

УРОК 7. ИЗГОТОВЛЕНИЕ ШАБЛОНА ПРОДОЛЬНОГО БЛАНКА ДЛЯ ПИСЬМА И ПРОДОЛЬНОГО ОБЩЕГО БЛАНКА С ЗАДАННЫМИ РЕКВИЗИТАМИ. САМОСТОЯТЕЛЬНАЯ РАБОТА.

Задание для слушателей

УРОК 8. СОЗДАНИЕ ДОКУМЕНТОВ НА ОСНОВЕ ШАБЛОНОВ. САМОСТОЯТЕЛЬНАЯ РАБОТА.

Задание по теме "Создание документа"

ДЕНЬ 2. ОБЗОР СИСТЕМ АВТОМАТИЗАЦИИ ДЕЛОПРОИЗВОДСТВА И ДОКУМЕНТООБОРОТА (САДД). ВВЕДЕНИЕ В ГРАН-ДОК.

ПОЛЬЗОВАТЕЛЬСКИЙ ИНТЕРФЕЙС. ПОИСК.

УРОК 9. ОБЗОР САДД. ВВЕДЕНИЕ В ГРАН-ДОК.

Обзор САДД. Введение в Гран-Док. Материал к уроку

Что дает автоматизация делопроизводства?

Почему отечественные системы автоматизации делопроизводства лучше

зарубежных?
Что должна уметь делать система автоматизации делопроизводства?
Введение в Гран-Док
УРОК 10. ТЕХНОЛОГИЯ ОБРАБОТКИ ДОКУМЕНТОВ
Материал к уроку
Общая схема прохождения документов в САДД
Пример прохождения письма от регистрации до списания в дело
УРОК 11. ПОЛЬЗОВАТЕЛЬСКИЙ ИНТЕРФЕЙС. ПОИСК ПО КЛЮЧУ.
Материал к уроку
Запуск системы "Гран-Док"
Интерфейс системы Гран-Док
Поиск документов
Поиск документов по ключам
УРОК 12. РАБОТА С ПОИСКОВОЙ ПАПКОЙ
Работа с поисковой папкой
Работа с элементами таблицы
Работа со всей таблицей
УРОК 13. ПОИСК ДОКУМЕНТОВ ПО ШАБЛОНУ. ПОЛЕ-ИНДЕКС.
СЛОВАРНОЕ ПОЛЕ
Шаблон для поиска документов
Задание для самостоятельной работы
УРОК 14. СЛОВАРНОЕ ПОЛЕ
Словарное поле
Задание для самостоятельной работы
УРОК 15. ТЕКСТОВОЕ ПОЛЕ.
Текстовое поле
Задание для самостоятельной работы
УРОК 16. ПОЛЕ-ДАТА
Дата
Задание для самостоятельной работы по теме "Поле-дата"
Задание для самостоятельной работы по теме "Поиск"

ДЕНЬ 3. РЕГИСТРАЦИЯ ДОКУМЕНТОВ
УРОК 17. РЕГИСТРАЦИЯ ДОКУМЕНТОВ И ФИКСАЦИЯ ИХ ПУТИ
ПРОХОЖДЕНИЯ
Регистрация документа
Создание регистрационной карточки
Фиксация пути прохождения документа
УРОК 18. РЕГИСТРАЦИЯ ПЕРВИЧНЫХ ДОКУМЕНТОВ
Регистрация первичных документов
Задание
УРОК 19. СОПРОВОДИТЕЛЬНЫЕ ПИСЬМА
Сопроводительные письма (материалы)
Навигационные кнопки
Командные кнопки
Задание
УРОК 20. ПРАКТИКА
Задание 94
УРОК 21. РЕГИСТРАЦИЯ ПОВТОРНОГО ДОКУМЕНТА
Регистрация повторного документа
Повторные документы
Задание
УРОК 22. РАБОТА С РАСПОРЯДИТЕЛЬНЫМИ ДОКУМЕНТАМИ
Работа с распорядительными документами
Заполнение полей карточки.
Работа с пунктами/подпунктами
УРОК 23. ПРАКТИКА
Задание
УРОК 24. СОЗДАНИЕ КЛЮЧЕЙ ДОКУМЕНТА
Создание ключей документа
Командные кнопки
Создание нескольких тем в карточке документа.
Настройка и использование шрифтов
Задание

ДЕНЬ 4. ПАПКИ ДОКУМЕНТОВ
УРОК 25. ПОНЯТИЕ ПАПКИ. СОЗДАНИЕ ВНЕШНЕГО ВИДА ПАПКИ

(ШАБЛОНА).
Понятие папки.
Понятие папки документов.
Шаблон.
Технология создания внешнего вида папки (шаблона).
Создание эталонного шаблона.
УРОК 26. СОЗДАНИЕ ВНЕШНЕГО ВИДА ПАПКИ (ШАБЛОНА).
САМОСТОЯТЕЛЬНАЯ РАБОТА.
Задание
УРОК 27. СОЗДАНИЕ СТАТИЧЕСКОЙ ПАПКИ.
Технология создания статической папки
Статические папки
Задание
УРОК 28. ЗАПИСЬ ПОИСКОВОЙ ПАПКИ В СТАТИЧЕСКУЮ ПАПКУ.
Материал урока
Запись поисковой папки в статическую папку
Запись произвольных записей поисковой папки в статическую папку
УРОК 29. ЗАПИСЬ ПОИСКОВОЙ ПАПКИ В СТАТИЧЕСКУЮ ПАПКУ.
САМОСТОЯТЕЛЬНАЯ РАБОТА.
Задание
УРОК 30. ДИНАМИЧЕСКИЕ ПАПКИ.
Материал урока
Динамические папки
Задание
УРОК 31. ОПЕРАЦИИ НАД ПАПКАМИ.
Материал урока
Операции над папками
УРОК 32. САМОСТОЯТЕЛЬНАЯ РАБОТА С ПАПКАМИ.
Задание

ДЕНЬ 5. ПОЧТА ГРАН-ДОК. ИСХОДНЫЕ ДОКУМЕНТЫ. ОТЧЕТЫ.
ИТОГОВАЯ САМОСТОЯТЕЛЬНАЯ РАБОТА
УРОК 33. ПОЧТА СИСТЕМЫ "ГРАН-ДОК". ПОЛУЧЕНИЕ СООБЩЕНИЙ
Почтовый ящик. Получение сообщений.
Почтовый ящик пользователя
Получение сообщения
Задание для слушателей.
УРОК 34. ПОЧТА СИСТЕМЫ "ГРАН-ДОК". ОТПРАВКА СООБЩЕНИЙ.
Отправка сообщений. Ведение почтового ящика.
Отправление сообщений
Ведение почтового ящика пользователя
Задание для слушателей.
УРОК 35. ФОРМИРОВАНИЕ ОТЧЕТОВ И ГРАФИКОВ
Отчеты
Окно формирования отчетов и графиков.
Правила задания параметров формирования отчетов и графиков
УРОК 36. РАБОТА С ИСХОДНЫМИ МАТЕРИАЛАМИ.
Исходные материалы
Понятие исходных материалов
Окно объектов для документа
УРОК 37. ЗАЧЕТНАЯ РАБОТА ПО ТЕМЕ "СОЗДАНИЕ ДОКУМЕНТА"
Задание по теме "Создание документа"
УРОК 38. ЗАЧЕТНАЯ РАБОТА ПО ТЕМЕ "РЕГИСТРАЦИЯ
РАСПОРЯДИТЕЛЬНОГО ДОКУМЕНТА"
Задание по теме "Регистрация распорядительного документа"
УРОК 39. ЗАЧЕТНАЯ РАБОТА ПО ТЕМЕ "ФИКСАЦИЯ ПРОХОЖДЕНИЯ
РАСПОРЯДИТЕЛЬНОГО ДОКУМЕНТА"
Задание по теме "Фиксация прохождения распорядительного документа"
УРОК 40. ПОДВЕДЕНИЕ ИТОГОВ
Анализ результатов курса. Анализ систем автоматизации
делопроизводства



На главную | Базы | Секции АСДГ | Консультации | Ваше мнение | Ссылки | Файлы | Поиск | Карта сайта |

Курсы АСДГ: Управление муниципальными финансами

Проекты АСДГ
Вопросы и
предложения по
проектам

Исполнительная дирекция
АСДГ находится по адресу:
630090 Новосибирск,
Вокзальная магистраль, 16
Тел:(383-2)23-85-00
Факс:(383-2)23-66-45

E-mail: admin@asdg.ru
asdg@s54.nsk.ru

ДЕНЬ 1 (ЗАНЯТИЯ 1-8)
ВВЕДЕНИЕ.
Необходимость автоматизации
Назначение
Требования к техническому оснащению.
Функциональные возможности

ДЕНЬ 2 (ЗАНЯТИЯ 9-16)
БЮДЖЕТ.
Рабочее место Справочники
Рабочее место Бюджет
Рабочее место Финансирование
Рабочее место Отчеты организаций
Месячные отчеты
Квартальные отчеты
Сети и штаты
Материальные ценности
Основные средства

ДЕНЬ 3 (ЗАНЯТИЯ 17-24)
ДОХОДЫ.
Рабочее место Доходы
Рабочее место План доходов

ДЕНЬ 4 (ЗАНЯТИЯ 25-32)
БУХГАЛТЕРСКИЙ УЧЕТ
Рабочее место Бухгалтерия

ДЕНЬ 5 (ЗАНЯТИЯ 33-40)
ДОПОЛНИТЕЛЬНЫЕ ФУНКЦИИ
Рабочее место Векселя
Программа Редактор отчетов
ПОДВЕДЕНИЕ ИТОГОВ
ЗАДАНИЯ ДЛЯ СЛУШАТЕЛЕЙ

ДЕНЬ 1 (ЗАНЯТИЯ 1-8)
Настройка системы АС-Бюджет

ДЕНЬ 2 (ЗАНЯТИЯ 9-16)
Работа с бюджетными данными
Финансирование бюджета

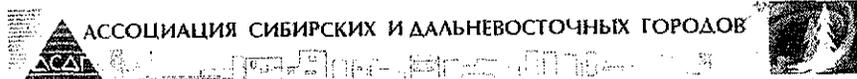
ДЕНЬ 3 (ЗАНЯТИЯ 17-24)
Планирование доходов бюджета

ДЕНЬ 4 (ЗАНЯТИЯ 25-32)
Бухгалтерский учет финансовой деятельности

ДЕНЬ 5 (ЗАНЯТИЯ 33-40)
Работа с векселями
Итоговая самостоятельная работа

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Технические вопросы по сайту



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Курсы АСДГ: Геоинформационные муниципальные системы

Проекты АСДГ
Вопросы и
предложения по
проектам

Исполнительная дирекция
АСДГ находится по адресу:
630090 Новосибирск,
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Факс: (383-2) 23-86-45

E-mail: admin@asdg.ru
asdg@s54.nsk.ru

ДЕНЬ 1. ГЕОИНФОРМАТИКА. ГИС WINLORD.

УРОК 1-2
СТРУКТУРА УРОКА
Структура организации ГИС-проектов
Классификация программных средств ГИС
УРОК 3
СТРУКТУРА УРОКА
Основные сведения
Определения
УРОК 4
СТРУКТУРА УРОКА
Структура данных
Описание окон
УРОК 5
СТРУКТУРА УРОКА
Инструменты окна Карта
УРОК 6
СТРУКТУРА УРОКА
Меню Карта
Меню Редактор
УРОК 7
СТРУКТУРА УРОКА
Задание
УРОК 8
СТРУКТУРА УРОКА
Основные операции

ДЕНЬ 2. ФУНКЦИОНАЛЬНЫЕ ВОЗМОЖНОСТИ ГИС. ГИС WINLORD.

УРОК 9-10
СТРУКТУРА УРОКА
Структура организации ГИС-проектов
Сравнение функциональных возможностей программных средств ГИС по классам
Оценка функциональных возможностей программных средств ГИС
УРОК 11
СТРУКТУРА УРОКА
Задание
УРОК 12
СТРУКТУРА УРОКА
Меню Проект
УРОК 13
СТРУКТУРА УРОКА
Задание
УРОК 14
СТРУКТУРА УРОКА
Меню Макет
Инструменты окна Макет
УРОК 15
СТРУКТУРА УРОКА
Задание
УРОК 16
СТРУКТУРА УРОКА
Меню Опции

ДЕНЬ 3. ИСПОЛЬЗОВАНИЕ ГИС ДЛЯ РЕШЕНИЯ ПРИКЛАДНЫХ ЗАДАЧ.

ГИС WINLORD.
УРОК 17-18

СТРУКТУРА УРОКА
Использование ГИС для решения прикладных задач

УРОК 19
СТРУКТУРА УРОКА
Меню Таблица

УРОК 20
СТРУКТУРА УРОКА
Задание

УРОК 21
СТРУКТУРА УРОКА
Работа с запросами

УРОК 22
СТРУКТУРА УРОКА
Задание

УРОК 23
СТРУКТУРА УРОКА
Диалоговое окно Легенда

УРОК 24
СТРУКТУРА УРОКА
Задание

ДЕНЬ 4. КАДАСТРОВЫЕ СИСТЕМЫ

УРОК 25-26
СТРУКТУРА УРОКА
Определение

Введение
Понятие о кадастре
Общие сведения о ГИС-технологии

Заключение
УРОК 27
СТРУКТУРА УРОКА

Основные сведения
Регистрация участка.
Текстовые характеристики земельного участка
Графические характеристики земельного участка.

Задание
УРОК 28
СТРУКТУРА УРОКА

Изменение характеристик участка
Печать паспорта участка
Удаление участка.

Задание
УРОК 29
СТРУКТУРА УРОКА

Пространственные запросы системы.
Задание
УРОК 30

СТРУКТУРА УРОКА
Запросы к семантическим таблицам
Задание

УРОК 31
СТРУКТУРА УРОКА
Графическое представление объектов класса "Земельные участки".

Задание
УРОК 32
СТРУКТУРА УРОКА

Правовые вопросы при использовании ГИС-технологий

ДЕНЬ 5. ОБЗОР ПРОГРАММНЫХ СРЕДСТВ И ПРИМЕРЫ РЕАЛИЗАЦИИ

ГИС
УРОК 33
СТРУКТУРА УРОКА

ArcView
Atlas GIS
MapInfo
GeoGraph/GeoDraw

WinLord`
УРОК 34
СТРУКТУРА УРОКА
"Скелетная" схема
Введение
Классификация объектов "скелетной" схемы
УРОК 35
СТРУКТУРА УРОКА
Инструменты редактора "скелетной" схемы
УРОК 36
СТРУКТУРА УРОКА
Задание
УРОК 37
СТРУКТУРА УРОКА
Дополнительные возможности редактора "скелетной" схемы
Дополнительные возможности редактора "скелетной" схемы
УРОК 38
СТРУКТУРА УРОКА
Задание
УРОК 39
СТРУКТУРА УРОКА
Инструменты создания и редактирования схем
Задание
УРОК 40
СТРУКТУРА УРОКА
Утилиты поиска объектов
Пиктограммы для работы с объектами
Изменение геометрии дома
Задание

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Технические вопросы по сайту



АССОЦИАЦИЯ СИБИРСКИХ И ДАЛЬНЕВОСТОЧНЫХ ГОРОДОВ

Пакеты методических рекомендаций АСДГ по применению моделей улучшенной системы муниципального управления:

1. Методика разработки городских программ по борьбе с преступностью (пакет рекомендаций – **prestup.ARJ**).
Реализована администрацией города Череповца при подготовке городской программы по борьбе с правонарушениями.

Результат практического использования:
- ПМ г. Череповца от 22.02.99 № 397 О Программе профилактики правонарушений и борьбы с преступностью в городе на 1999 г. "Правопорядок-99" (cherepov.ARJ).

2. Методика разработки городских программ по борьбе с преступностью (пакет рекомендаций – **prestup-1.ARJ**).

Реализована администрацией города Улан-Уде при подготовке городской программы по борьбе с преступностью.

Результат практического использования:
- ПГА г. Улан-Удэ от 03.03.99 № 71 О городской комплексной Программе борьбы с преступностью и профилактике правонарушений на 1999-2000 гг. (ulan.ARJ)

3. «Муниципальные программы социально-экономического развития города» (пакет рекомендаций – **esopotis.ARJ**)

Внедрена муниципалитетами городов Новосибирска, Томска и Череповца при разработке собственных городских программ социально-экономического развития.

Результат практического использования:
- Разработана и принята «Концепция развития малого предпринимательства в рамках плана стратегического развития Череповца» (cherepov-1.ARJ)
- Разработана и принята «Концепция разработки Плана стратегического развития Череповца» (cherepov-2.ARJ)
- Решение Новосибирского ГС 17.11.99 № 277 О Положении о порядке разработки, принятия и контроле за исполнением плана социально-экономического развития г. Новосибирска (novosib.ARJ)
- ПМ г. Новосибирска от 15.11.99 № 1541 Об утверждении Основных направлений развития предпринимательства в г. Новосибирске на 1999-2000 гг. (novosib-1.ARJ)
- ПМ г. Томска от 12.10.99 № 674 О разработке прогноза социально-экономического развития города и проекта бюджета г. Томска на 2000 г. (tomsk.ARJ)

4. «Бюджетное устройство муниципальных образований» (пакет рекомендаций – **budjet.ARJ**)

Внедрена муниципалитетами городов Великого Новгорода, Томска, Череповца при разработке устава города, городского бюджета и нормативно-правовых документов, регламентирующих бюджетный процесс в городе.

Результат практического использования:
- Решение Новгородской городской Думы от 21.10.99 № 745 Об утверждении Положения о бюджетном процессе в Великом Новгороде (velnovoograd.ARJ)
- Решение Томской городской Думы от 28.01.99 № 121 Об утверждении Положения о бюджетном устройстве и бюджетном процессе в г. Томске (tomsk-1.ARJ)
- Постановление Череповецкой городской Думы от 27.04.99 № 54 О городском бюджете на 1999 г. (cherepov-3.ARJ)
- Постановление Череповецкой городской Думы от 27.04.99 № 55 Устав г. Череповца (cherepov-4.ARJ)

5. Методическая инструкция по делопроизводству (пакет рекомендаций – **delo.ARJ**)

Внедрена муниципальными властями города Кемерово при разработке системы муниципального делопроизводства.

Результат практического использования:
- ПГА г. Кемерово от 07.05.99 № 59 Об утверждении Инструкции по делопроизводству в аппарате администрации г. Кемерово (kemergovo.ARJ)

6. «Система оплаты жилищно-коммунальных услуг: льготы, субсидии» (пакет рекомендаций – **uslugi.ARJ**)
Реализована администрацией города Кемерово при разработке системы льгот по оплате жилищно-коммунальных услуг и жилья для горожан.

Результат практического использования:

- Решение Кемеровского ГСНД 26.03.99 № 135 Об утверждении категорий граждан, проживающих в г. Кемерово, для предоставления льгот по оплате жилья и коммунальных услуг в 1999 г. (kemergovo-1.ARJ)
- Решение Кемеровского ГСНД 30.04.99 № 152 О внесении дополнений в решение 26.03.99 № 135 Об утверждении категорий граждан, проживающих в г. Кемерово, для предоставления льгот по оплате жилья и коммунальных услуг в 1999 г. (kemergovo-2.ARJ)

7. Методика сдачи нежилых помещений в аренду и субаренду (пакет рекомендаций – **arenda.AGJ**)

Внедрена муниципалитетом города Новосибирска при разработке нормативных документов, регламентирующих правила аренды нежилых помещений, относящихся к муниципальной собственности.

Результат практического использования:

- Решение Новосибирского ГС от 28.10.98 № 179 О Положении о порядке предоставления в аренду нежилых помещений, зданий, относящихся к муниципальной собственности / Ч.1-3/ (novosib-2.ARJ)

8. «Реформа жилищно-коммунального хозяйства города» (пакет рекомендаций – **gkh.ARJ**)

Реализована администрациями городов Улан-Удэ, Ижевска и Североморска при разработке нормативных актов по реформированию городского жилищно-коммунального хозяйства.

Результат практического использования:

- ПГА г. Улан-Удэ от 02.06.99 № 228 О разделении функций по жилищно-коммунальному обслуживанию (ulan-1.ARJ)
- ПГА г. Улан-Удэ от 31.05.99 № 223 О реорганизации службы эксплуатации теплоэнергетического хозяйства Улан-Удэ (ulan-2.ARJ)
- Решение Улан-Удэнского ГС депутатов от 27.05.99 № 395-47 О порядке предоставления гражданам компенсаций (субсидий) на оплату жилья и коммунальных услуг (ulan-3.ARJ)
- ПГА г. Ижевска от 12.10.99 № 437 О мерах по созданию товариществ собственников жилья в Ижевске (igevsk.ARJ)
- Решение ГС ЗАТО г. Североморска 08.06.99 № 13 Об оплате жилья и коммунальных услуг в муниципальном жилом фонде ЗАТО г. Североморск гражданами, являющимися собственниками жилых помещений, но в них не проживающими, и гражданами, зарегистрированными по месту пребывания (severomorsk.ARJ)

9. «Разработка минимальных социальных нормативов» (пакет рекомендаций – **socnormat.ARJ**)

Внедрена муниципалитетами городов Томска и Нижнего Тагила при разработке нормативных документов.

Результат практического использования:

- ПМ г. Томска от 23.09.99 № 634 О внесении изменений в ПМ от 18.08.97 № 446 Об утверждении Положения о тарифной политике администрации г. Томска (tomsk-2.ARJ)
- ПГА г. Нижнего Тагила от 14.10.99 № 641 Об утверждении муниципальной целевой Программы "Инвалиды" / Ч.1-3 (ntagil.ARJ)

10. Методические рекомендации по разработке и регистрации уставов (пакет рекомендаций – **ustav.ARJ**)

Реализована муниципалитетом города Череповца при разработке устава города, а также муниципалитетами городов Долгопрудного, Новосибирска, Кемерово и Омска при модификации городских уставов.

Результат практического использования:

- ПГА г. Долгопрудный от 25.10.99 № 822 О целевой комплексной Программе социально-экономического развития г. Долгопрудный на 2000-2005 гг. (dolgoprud.ARJ)
- Решение Новосибирского ГС от 17.11.99 № 282 О внесении изменений и дополнений в решение от 05.10.95 № 74 Устав Новосибирска (novosib-3.ARJ)
- Решение Кемеровского ГСНД от 30.04.99 № 145 О внесении изменений в Устав Кемерово (kemergovo-3.ARJ)
- Постановление Череповецкой городской Думы от 27.04.99 № 55 Устав г. Череповца (chererov-5.ARJ)
- ПГА г. Омска 10.01.99 № 2-п О внесении изменений и дополнений в Устав г. Омска (omsk.ARJ)

11. «Развитие механизмов участия некоммерческих организаций в принятии решений органами местного самоуправления» (пакет рекомендаций – **ngo-1.ARJ**)

Внедрена муниципальными органами городов Сургута и Иркутска при разработке нормативно-правовых документов по реализации молодежной политики и устава городского казачьего общества.

Результат практического использования:

- ПМ г. Сургута от 28.10.99 № 186 Об участии молодежных и детских общественных объединений в реализации государственной молодежной политики в г. Сургуте (surgut.ARJ)
- ПМ г. Иркутска от 06.08.99 № 031-06-1130/9 Об утверждении устава Иркутского городского казачьего общества Иркутска городская станция "Спаская" (irkutsk.ARJ)

12. «Технология создания и организации деятельности общественного координационного совета при главе администрации города» (пакет рекомендаций - **ngo-2.ARJ**)

Внедрена муниципальными органами Омска при создании городского управления по делам национальной политики, религии и общественных объединений.

Результат практического использования:

- ПГА г. Омска от 27.10.99 № 394-п О создании Управления по делам национальной политики, религии и общественных объединений (omsk-1.ARJ)

13. «Технологии совместного решения органами местного самоуправления и организациями Третьего сектора комплексных социальных проблем местного сообщества» (пакет рекомендаций - **ngo-3.ARJ**)

Внедрена администрацией города Хабаровска при разработке нормативных документов по поддержке деятельности городских молодежных и детских общественных организаций и объединений.

Результат практического использования:

- ПМ г. Хабаровска от 30.08.99 № 1068 О мерах по поддержке деятельности молодежных и детских общественных организаций и объединений г. Хабаровска (habarovsk.ARJ)

14. «Технология создания и организации работы Палаты общественности при исполнительном органе местного самоуправления» (пакет рекомендаций - **ngo-4.ARJ**)

Реализована муниципалитетами Томска и Хабаровска при создании общественных советов при исполнительных органах местного самоуправления.

Результат практического использования:

- ПМ г. Хабаровска 01.07.99 № 870 О Совете общественно-политических организаций при мэре города (habarovsk-1.ARJ)

- ПМ г. Томска 25.05.99 № 367 О создании Томского городского Координационного совета по вопросам женщин (tomsk-3.ARJ)

15. «Методические рекомендации по развитию взаимодействия органов местного самоуправления и организаций Третьего сектора на основе технологий связей с общественностью» (пакет рекомендаций - **ngo-5.ARJ**)

Внедрена муниципальными органами Новосибирска и Омска при разработке нормативных актов, направленных на развитие взаимодействия органов местного самоуправления и организаций Третьего сектора.

Результат практического использования:

- ПМ г. Новосибирска 23.07.99 № 855 Об утверждении структуры Управления общественных связей мэрии (novosib-4.ARJ)

- ПГА г. Омска 26.05.99 № 521-р О выделении денежных средств на предоставление муниципальных грантов общественным объединениям (omsk-2.ARJ)

16. «Организация и реорганизация муниципальной службы» (пакет рекомендаций - **municipal.ARJ**)

Внедрена администрациями городов Томска и Юрги, при разработке нормативно-правовых документов по реорганизации и совершенствованию муниципальной службы.

Результат практического использования:

- ПМ г. Томска 29.11.99 N 797 О постоянно действующей комиссии по устранению административных барьеров (tomsk-4.ARJ)

- ПГА г. Юрги 29.09.99 N 26 О кадровом резерве муниципальной службы в г. Юрге (yrga.ARJ)

Ответственный секретарь АСДГ

М.А. Зайцев

**ПЛАН
мероприятий АСДГ на 2001 год
(по направлению "Обмен опытом работы")**

№ п/п	СОДЕРЖАНИЕ	Город	Дата проведения
1.	Заседание правления секции "Муниципальное здравоохранение"	Новосибирск	24.01.2001
2.	Семинар-совещание секции АСДГ "Управление муниципальным имуществом" по теме "Опыт разработки и применения информационных технологий для управления муниципальным имуществом"	Томск	25.01.2001 -26.01.2001
3.	Заседание правления секции АСДГ "Городской пассажирский транспорт" "Анализ состояния пассажирского транспорта городов Сибирского и Дальневосточного регионов"	Зеленогорск (Красноярский край)	31.01.2001 -01.02.2001
4.	Семинар-совещание АСДГ управляющих делами "Организация работы аппарата администрации муниципального образования. Опыт и проблемы"	Новосибирск	08.02.2001 -09.02.2001
5.	Расширенное заседание секции информатизации АСДГ совместно с "Неделями информатики - 2001"	Иркутск	12.02.2001 -16.02.2001
6.	Межрегиональная выставка-ярмарка "Образование. Карьера. Занятость."	Томск	21.02.2001 -23.02.2001
7.	Заседание Совета АСДГ и XVII Общее собрание АСДГ. Семинар АСДГ глав городов Сибири, Дальнего Востока и Урала "Современные проблемы городов и выработка рекомендаций по их решению"	Новосибирск	02.03.2001 -03.03.2001
* 8.	Учебные компьютерные курсы АСДГ "Базовый курс: основы компьютерных технологий"	Новосибирск	19.03.2001 -23.03.2001
9.	Семинар-совещание АСДГ руководителей земельных комитетов "Правовые аспекты регулирования землепользования и взаимодействия с органами кадастрового учета, регистрации прав на недвижимость и сделок с ней, другими службами. Практика и проблемы"	Новосибирск	22.03.2001 -23.03.2001
10.	Заседание правления секции "Экономика и финансы города"	Новосибирск	23.03.2001
11.	Семинар-совещание юридической секции АСДГ "Проблемы развития местного самоуправления в условиях реформирования государственной власти. Органы местного самоуправления как участники бюджетного процесса"	Новосибирск	05.04.2001 -06.04.2001
* 12.	Учебные компьютерные курсы АСДГ "Моделирование бюджета города"	Новосибирск	09.04.2001 -13.04.2001
13.	I съезд специалистов по связям с общественностью Сибири и Дальнего Востока	Томск	12.04.2001 -13.04.2001

14.	Семинар АСДГ "Технологии взаимодействия органов местного самоуправления и негосударственных некоммерческих организаций для решения социальных проблем городов" (совместно с Институтом неправительственного сектора)	Сургут	12.04.2001 -13.04.2001
15.	Заседание правления секции АСДГ по местному самоуправлению	Кемерово	17.04.2001
16.	Заседание правления секции информатизации АСДГ	Новосибирск	18.04.2001
17.	Семинар-совещание по вопросам муниципальной инвестиционной политики "Опыт городов региона по привлечению инвестиций"	Томск	19.04.2001 -20.04.2001
18.	Ежегодное совещание руководителей служб информатизации администраций городов и субъектов РФ Сибири и Дальнего Востока	Новосибирск	19.04.2001 -20.04.2001
19.	VII семинар-совещание АСДГ руководителей муниципальных органов здравоохранения	Омск	19.04.2001 -20.04.2001
20.	Семинар-совещание АСДГ по вопросам местного самоуправления "Организация работы представительных органов местного самоуправления, их взаимодействие с органами исполнительной власти и населением"	Кемерово	26.04.2001 -27.04.2001
21.	I семинар-совещание АСДГ руководителей информационных отделов экономических и финансовых служб городов региона (совместно с Фондом развития местного самоуправления) "Организация системы информирования средств массовой информации и населения о состоянии бюджетов муниципальных образований и исполнения финансовых обязательств местного самоуправления"	Новосибирск	17.05.2001 -18.05.2001
22.	Семинар-совещание АСДГ руководителей комитетов по управлению муниципальным имуществом	Хабаровск	24.05.2001 -25.05.2001
23.	Совместный семинар-совещание АСДГ руководителей жилищно-коммунальных служб городов Сибири, Дальнего Востока и Урала (совместно с Фондом развития местного самоуправления) с участием журналистов, пишущих на экономические темы, Состояние и перспективы реформы ЖКХ: переход коммунального хозяйства на самостоятельное формирование системы договорных отношений"	Новосибирск	14.06.2001 -15.06.2001
24.	Заседание Совета АСДГ	Красноярск	15.06.2001
* 25.	Учебные компьютерные курсы АСДГ "Геоинформационные системы в управлении городским хозяйством"	Новосибирск	25.06.2001 -29.06.2001
26.	Заседание правления секции АСДГ "Муниципальная молодежная политика"	Тюмень	04.07.2001

27.	II Учебно-практический семинар АСДГ (совместно с Фондом развития местного самоуправления) для журналистов западно-сибирского региона, пишущих на экономические и финансовые темы, Качество, компетенция и правдивость журналистских материалов в области экономической и финансовой политики местного самоуправления. Результаты работы за период с сентября 2000 года по август 2001 года"	Новосибирск	30.08.2001 - 31.08.2001
28.	Семинар-совещание АСДГ руководителей городских экологических комитетов "Проблемы охраны водных ресурсов и вопросы водоснабжения в городах"	Красноярск	06.09.2001 -07.09.2001
29.	Заседание правления секции "Экономика и финансы города"	Томск	12.09.2001
30.	Заседание правления юридической секции АСДГ	Иркутск	13.09.2001
* 31.	Учебные компьютерные курсы АСДГ "Автоматизация документооборота и делопроизводства"	Новосибирск	17.09.2001 -21.09.2001
32.	Семинар-совещание АСДГ "Вопросы занятости населения и подготовки квалифицированных кадров для промышленности"	Новосибирск	27.09.2001 -28.09.2001
* 33.	Учебные компьютерные курсы АСДГ "Применение автоматизированных систем учета населения в управлении городским хозяйством"	Новосибирск	01.10.2001 -05.10.2001
34.	V семинар-совещание АСДГ руководителей органов по молодежной политике "Актуальные вопросы молодежной политики"	Томск	04.10.2001 -05.10.2001
* 35.	Учебные компьютерные курсы АСДГ "Базовый курс: основы компьютерных технологий"	Новосибирск	08.10.2001 -12.10.2001
36.	Семинар-совещание АСДГ "Градостроительство как основа территориального развития Сибири в XXI веке. Методики ведения градостроительного кадастра и основных видов градостроительной деятельности"	Омск	11.10.2001 -12.10.2001
37.	V семинар-совещание АСДГ "Актуальные вопросы повышения устойчивой работы городского пассажирского транспорта"	Новосибирск	18.10.2001 -19.10.2001
38.	V семинар-совещание руководителей муниципальных служб потребительского рынка	Томск	25.10.2001 -26.10.2001
* 39.	Учебные компьютерные курсы АСДГ "Информационные технологии работы в Web-сети"	Новосибирск	22.10.2001 -26.10.2001
40.	Заседание правления секции информатизации АСДГ совместно с днями информатизации города Омска	Омск	25.10.2001 -26.10.2001
41.	V учебно-практический семинар АСДГ для руководителей городских комитетов по управлению муниципальным имуществом	Красноярск	25.10.2001 -26.10.2001
42.	III Съезд малых и средних городов Сибири и Дальнего Востока	Ялуторовск	01.11.2001 -02.11.2001

*	43.	Учебные компьютерные курсы АСДГ "Моделирование бюджета города"	Новосибирск	12.11.2001 -16.11.2001
	44.	Семинар-совещание АСДГ по вопросам реформирования жилищно-коммунального комплекса городов региона	Красноярск	15.11.2001 -16.11.2001
	45.	X семинар-совещание руководителей экономических и финансовых служб администраций городов Сибири и Дальнего Востока	Новосибирск	15.11.2001 -16.11.2001
	46.	Заседание Совета АСДГ	Томск	15.06.2001
*	47.	Учебные компьютерные курсы АСДГ "Геоинформационные системы в управлении городским хозяйством"	Новосибирск	19.11.2001 -23.11.2001
	48.	VII семинар-совещание АСДГ руководителей органов здравоохранения	Омск	22.11.2001 -23.11.2001
	49.	Семинар-совещание АСДГ по вопросам развития межрегиональных и международных связей городов	Томск	06.12.2001 -07.12.2001

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Strategy for filling in information gaps.

NGO Sector Support Program (NGOSS) implemented by WL/CNGOS states as one of the main objectives the dissemination of information, working models, publications and other technologies developed under USAID funding, creation and development of information network links, production and dissemination of updates/supplements to existing documents and materials related to legal support and taxation of NGOs.

The overall goal for this activity is to unite the third sector within a common information space. In order to reach targeted objectives and to address gaps in information which restrict NGOs potential for development, the NGOSS program continuing to provide NGO sector with information illustrative to NGO problems and to enhance collaboration between resource centers and their networks and other NGOs in Russia. This activity will provide a vehicle for disseminating information produced to date and will make it available to a wide range of organizations.

The NGOSS program has already started a survey of current holdings and relevant materials produced under USAID projects. The information received from major international donor agencies and Russian organizations is being placed on the created NGOSS Program's Web site.

An Advisory Committee representing Russian NGO leaders was formed in February 1999 to discuss different aspects of information dissemination and inventory of current holdings. The Advisory Committee provides guidance in the selection of "hub" organizations, defines the strategy for information sharing and identifies information gaps in available information. Advisory Committee meets twice a year and updates and tunes the related activities. Committee's members created several working groups to work in different aspects, which continue working through electronic conferences between the Advisory Committee's meetings

The Committee's members have already identified certain information gaps, though they vary by region and NGO activity. For example: some regions need more information on laws, while others require more information about foundations and partners.

Participants pointed out a pressing need to hear "success stories" from organizations working in different third sector areas. Additionally they want to receive information on best practices, materials on grant management, the information about grant awards used by different donors accounting and taxation for NGOs, fundraising and search for partners.

The NGOSS Program suggests several ways for filling in identified information "gaps", using different approaches:

- It is evident that established system of feedback from "provider" organizations and resource centers regarding NGO requests and regional NGOs' needs is crucial. This would require designing a separate page on the WL/NGOSP server to accumulate requests from regions or individual NGOs. The information received from the regions will be placed in electronic library for NGOs and other pages of NGOSS Program's Web site, (ongoing activity);
- In order to tailor the strategy of filling information gaps specific to NGO needs, a special questionnaire would be developed. The questionnaire would be disseminated through the Advisory Committee's mailing list, networks and via the "hubs" channels. Local NGOs would also prioritize the chosen topics according with their interests and needs. The collected data will serve as one of the main reference points in further program implementation and

decisionmaking. This tool will be used twice - June-July, 1999 and December, 1999 to defining exact areas to be addressed;

- Based on the received requests from NGOs certain amount of information will be specially ordered from NGO sector's specialists focused on concrete topics of NGO development (as required).
- Searching in the Internet resources and pulling out lacking basic information and placing then on the NGOSSP's Web site will response to NGOs needs in the field of international "best practices" and methodologies (ongoing activity).
- Inventory of current publications and search for new materials will add weighty component to already existing informational pool (ongoing activity).
- Based on the reports received from consultants and TA providers in Component 2 of the project, "lessons learned" and received experience will be collected and published on Web site(during Year 2).
- Materials available in Center for NGO Support's library will continue to be placed in the electronic library for NGOs on NGOSS Program's Web site (ongoing activity);
- Collaboration with major USAID funded projects and international donors in updating existing information contents on their Web sites.
- Materials about NGOSS Program and implementing agencies are placed on different Web sites (Eurasia, Altay Young Journalists, SCISC, ASI, etc.).

NGOSSP coordinates with organizations covering the similar areas of information distribution (ASI, "Strategy" Foundation from Kaluga, Marshak Foundation, etc.) in order not to duplicate each other.

NGOSSP started to receive "success stories" from the regional resource centers. They will be included in the planned "Best Practices" publication and are being placed on the Web site. NGOSSP is in the process of designing Web page and is already linked with Russia based agencies, partner organizations and international organizations' Web pages, providing users with brief annotation of the contents of their sites. The NGOSS program has already received materials from IFES, ISAR, SRRC, SCISC, Carnegie center, Mott foundation, AIHA, Mass media and Law Center, ASI, ALL Russia Youth Union, Center for Real Estate Analysis, etc. These materials are in the process of placing them on the NGOSS Program's Web site.

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Review of the "NGO Digital Library"

What it is and what it will be

Yuri Volkov

Chief software developer
Center for NGO support (CNGOS)

Last modified: 12.05.00 5:11:33 ; 180 visits since Aug 28 1999

General characteristic

The «NGO Digital Library» information system (further: DL) is located in the Internet at the address: <http://ngo.org.ru/ngoss/default.asp?lang=en> and it works 24 hours per day. Short name: NGOSS.

The basic purpose of creation and functioning of the DL is to provide free and open information dissemination in noncommercial purposes for all interested persons.

The information dissemination occurs both when users visit the DL directly through Internet, and also without usage of technical means - through the network of resource centers - «the conductors of the information», which, in their turn, are a link, a window to the world for those, who have not an direct connection to the Internet.

DL starts its work collecting the information accumulated by organizations of nonprofit sector till the present time, including working models, publications and other technologies created during various projects and accessible for a wide range of organizations.

Maximal openness both for the consumers of the information, and for the potential suppliers of the new information are obligatory conditions of successful functioning, viability of a system. In a large degree just the absence of updating of the information content brought to nothing the accumulated results of previous projects.

The Library contains the information in two languages: Russian and English. Any document can be submitted in both languages, or in any one.

The interface of the library is also bilingual (Russian and English). Thus, practically any Internet surfer can become a user of our library. The English interface and English information are extremely important for getting the responses from the whole world, since the project implementation is advanced for the whole world and is unique for Russia.

As the decision ensuring the maximal openness of system both for the consumers, and for the suppliers of the information, the model «browser-server» is chosen. According to it all work with the system, including work of ordinary users and the large part of work of the administrators of the system is carried out with the help of standard protocols and standard mean of Internet surfing: Internet Browser. As a result for the user: there is no need in specialized software installation to work with DL and no need in additional training to work with it.

The main logic of the system is located on a server, so the main computing power is required for the server. The users of the system can use available hardware and operating system. Free distribution of Internet browsers for different platforms and operating systems allows to eliminate expenses on the client software.

The use of popular and quite simple specification of information about information (metadata) interchange is the additional factor of the system openness. CNGOS has developed such specification in conformity and on a basis of the following standards:

- [Extensible Markup Language \(XML\) 1.0](#); World Wide Web Consortium Recommendation
- [Resource Description Framework Model and Syntax Specification](#); W3C Recommendation
- [RFC2413](#); Dublin Core Metadata for Resource Discovery

(For more details see article "[Metadata for Dummies](#)" -(in Russian)). Use of the data format ensures flexibility in information interchange. On the one hand, it is possible to completely automate information interchange both with NGO resource centers, and with any other Electronic Libraries, and on the other hand - it is enough easy to develop software for the simplified information interchange with the clients who don't have anything, except Internet Browser.

Reference to our metadata description appeared on the overview page of The World Wide Web Consortium, see <http://www.w3.org/RDF/Overview.html>. This is, of course, the sign of the successful work.

The "Uniform Resource Identifiers" (URI, see [RFC2396](#) ; URI: Generic Syntax) are used for identification of the documents, that allows to identify (to establish conformity) with any resource in the world. In particular, it is possible to map documents stored in various libraries.

For resources that don't have unique identifiers, the identification using its name plus the description supplier id is used. Thus, different suppliers can add and change resources having the same names (titles). Each resource can have any number of the names in both languages, this allows to use them as synonyms and simplifies an establishment of references between resources created by the various suppliers.

Additional application of the given opportunity, for what, actually, it is a requirement is to import the information from other sources, in which the terms used for classification, are similar, but do not the same as the terms of our library. It is enough to add synonyms (alternative names) for elements of our dictionaries for qualitative import of external information.

Consumers of the information can use a wide range of browsers and equipment; practically restrictions are minimal. However for the greatest convenience we recommend browsers, supporting the [HTML 4.0](#) standard. Microsoft Internet Explorer (MSIE) 5.0 for various operating systems (including Windows 3.1) may be downloaded free-of-charge from <http://www.microsoft.com/windows/ie/>.

Content **providers** need additional functionality related to the metadata processing. With "Description Composer Wizard for any browser" one may publish resources in the library using practically any computer. To use all features of the library it is necessary to have MSIE 5.0 and Windows95/98 or Windows NT operating system.

Resources

Resource in this case is understood as an ultimate goal of search of the user in DL, having electronic description. The resource may be a text document or a physical object, for example: the book stored on a shelf of the library, or person (for example, author).

In DL some various types of resources are stored, and also links (relations) between them are maintained:

- *Paper* (publication) - set of the publications will form usual electronic library. The library stores descriptions and references of resources of ANY types and formats. Plus the library can store resources of any formats. In the long term - maintenance of the compound documents (for example, text with images).
- *Activity* (the action)- separate event in life of particular organization or, for example, country. Set of *activities* makes a "News" section of library, the documents in which are ordered by dates of actions (events).
- *Phrase* (message)- the message from (electronic) conference - an analog of usual electronic conferences (for example, in USENET). The messages are grouped in "threads" (separate "conversations") according to their subjects. The section of conferences in DL is the most opened for information suppliers (posters) - it does not require registration of the user.
- *Person* - organization or personality. It is used, for example, for referring the author of the publication or organizer of an event.

Dictionaries (Vocabularies)

These are the main heading (*Theme*) and other lists - controlled vocabularies intended for classification of resources and narrowing the scope of search. The dictionaries are multilevel (up to reasonable limits) and bilingual. The dictionaries are used for classification of all types of resources. It is possible to specify (attribute to the resource) several items from the same dictionary for each resource if, for example, this resource can be related to several *Theme*'s items simultaneously. The majority of the dictionaries may be operatively extended by DL administrator.

The main dictionaries are the following:

- *Theme* (main Heading) - the subject thesaurus, it contains concepts of a subject domain and reflects the contents of the document. It answers a question "What the document is about?".
- *Deed* (types of activities) - the functional thesaurus reflects a role of the document in human activity, business and answers a question: "What business activity the document relates to?". Contains types of activities and services offered.
- *Target* - target, intended audience. The thesaurus answers the question: "For whom is the resource?".
- *Region* - is used to have "a geographic cut" (searchable attribute) of the information (for example, of persons and actions).

Search

The user applies to the DL with the purpose to find document(s) (resources).

At first user chooses the type of the required resource: now there are "Publications" and "Organizations & People".

Next user can specify, whether he (or she) is interested in any resources or only that accessible through Internet. "Publication" is considered to be accessible through Internet in the case it has URL, i.e. address in the Internet. Clicking on the reference with this address, user can receive the resource.

"Organization or personality" is considered to be accessible through Internet in the case it has "home page" or "the electronic mail address".

Further process of search is implemented by two basic ways, which can be combined:

1. *Browsing*. A movement through the items of three dictionaries: *Theme*, *Activity* and *Target*. With each choice of the element from dictionary of each inner level the quantity of the resources concerning chosen categories (intersection of chosen Theme, Activity and Target) decreases. At any point of such "browsing of categories" the user can choose the reference indicating quantity of selected resources, and to receive the list with brief descriptions of all these resources.
2. *Search*. Direct search by building up a query to the DL. Thus the system itself selects documents appropriate to the search criteria, which were set by the user.

The search can be simple (on one parameter - item of the dictionary or word) or complex - setting restrictions on some parameters simultaneously.

These types of search are already mostly implemented:

- Any combination of parameters defined by the dictionaries can be used for search of the resources: for example, theme from the heading.
- Full-text search of words in resources descriptions (*metadata*).

And these types of search are to be done:

- Search by dates: availability in the DL, date of publication etc.
- Search with respect to the relations between documents: for example, search of the publications by the author, publisher... chosen from the *Organizations & People* list.
- Full-text search of words in the whole content of resources (for electronic documents). DL performs full-text search of documents, having the following formats: XML, HTML and plain text.
Full-text search is implemented with the help of the specialized search system capable to perform the search in an acceptable time period.

Getting resources and their descriptions

After the resource is found, its heading appears in the list of resources, available for reception (viewing). The following choices are possible here:

Receipt of description (metadata) of any resource

For any resource in DL its description can be received in two basic formats:

1. Hypertext (HTML) page, that may be viewed (and by demand - saved) by user having any browser.
2. RDF/XML document (see [example](#)). Keeps the whole initial metadata content and can be used in various ways, including automatically stored in other information system. Any browser can be used for the reception, but some additional means are required for processing, convenient viewing, printing etc.:
 - MSIE 5.0 - different presentation formats and printing;
 - some freeware programs, e.g. see <http://www.oasis-open.org/cover/publicSW.html>
 - and in general, the computer industry actively begins to support this format, see <http://www.oasis-open.org/cover/xmlSupport.html>.

Receipt of the resource itself: the electronic document, accessible through Internet

If document metadata contains reference to the document itself (URL, Uniform Resource Locator), e.g. of the kind: http://ngo.org.ru/ngoss/support/AboutNGOSS_en.shtml, then user receives the document in the form, in which it was stored in Internet. An additional browser window is automatically opened, that contains the resource.

If the resource is stored in the library, the information consumer may receive it in the compressed (ZIP-ped) form - to reduce download time. To do this, simply click on such link: [ZIP], that is located near resource description. The received compressed file may be uncompressed (restored to its original form) by a plenty of programs (including free-of-charge, see InfoZIP's ZIP: <http://www.cdrom.com/pub/infozip/Zip.html>).

Receipt of the resource itself: other document

If the resource is not accessible freely through Internet, the user receives hypertext page, containing description of the resource, and description of a way (conditions) of reception of it instead of the resource itself. Creator of the resource description specify the way of reception of a resource. For example, contact telephone and/or the name of organization can be specified, to which it is necessary to address for reception of the resource.

Addition (supplying), change and removal of the information

To perform these operations free-of-charge user registration is required which serves for the maintenance of information system security. Metadata creators (to be exact: submitters) may freely change and delete the documents and their metadata (information on the documents).

Supplying resource's metadata is an obligatory term of storing the resource in the DL. As to the resource itself, the user is free to decide:

- whether to transfer resource itself for storing in DL (if the resource is in electronic form);
- or only to specify its URL (e.g. at content provider's own site);
- or not to specify even URL, but specify a way of reception of the document in the description (see above).

The mode of work depends on a category of the user, or, to be exact, from his technical means:

1. Ordinary users type descriptions of the resources (and select documents for upload) during ONLINE Internet connection, filling simple form(s) in a browser window(s). The information is entered manually or is being selected from pop-up lists.
 - a) User may add new resource with the help of the "[Description Composer Wizard](#)" - simple step-by-step process convenient for beginners, or
 - b) [Resource description editor](#) - this form is intended for the experienced users and allows to use system potential more completely, in particular to describe relations between resources.The possibility to fill similar forms without online connection to Internet and sending of the filled forms by electronic mail is considered in the long run.
2. Resource centers or information centers or electronic libraries, which deliver significant quantity of documents, are interested in automatic transfer of this information. (Including transfer with the help of electronic mail). For them it is necessary to use native metadata

format: RDF/XML.

This way is perspective, but requires development of the appropriate client software. Main advantage of such approach - an automated information interchange between organizations using common open specification of the metadata format.

Nowadays in addition to the metadata format, we are developing the protocol of information interchange between library and its clients (which can be people or other electronic libraries). The SOAP protocol is used as a basis, (it's based on HTTP protocol and XML).

User may, if he want to send an electronic document itself to DL. The general recommendation is to use wide-spread formats. It is possible to send both textual documents and binary files to the library. Before sending document to the library it is automatically compressed using popular Deflate algorithm (like in ZIP-files). Thus the speed of transfer of the text documents can increase in more, than five times.

Anonymous users are allowed to add new information (but not to change or delete it). This gives an opportunity for everyone to test system in work immediately and to see the resource stored in the library.

The change and removal of the information requires additional means and administrative procedures (registration of the user). In the elementary case the change of the information is removal of the old version of the information (description) and addition of the new version on its place. Only the sender of the old version of the description or library administrator can do this.

To become the registered user, please send a letter to ngosda@ngo.org.ru .

Security

The means of user's identification, information protection and administration of the stored information are included in the DL structure.

Identification of the users.

For each DL visitor "the context" is created, that is stored in a database between user requests. This context keeps, in particular, the user identifier, determining his(her) rights of access to system; mode of connection (protected or not), language of the interface, etc..

Each new visitor is considered to be the "anonymous" user as long as he will not be explicitly identified. The explicit identification of the users is necessary, in particular, for sending new information to the library. To be identified, the user is given a login and a password, which are sent to the library together with the basic information. Now, in the beginning of operation of the "NGO Digital Library" system, the anonymous sending of the information is permitted for attraction of new users.

When it is required, changing a parameter in the system set-up the administrator will forbid anonymous information submission and then only registered users would send new information.

The system can also work in the protected connection mode (under SSL protocol). Some operations are allowed in a protected mode only.

Protection of the information

Information about metadata supplier is kept with each description of a resource.

To protect data from unauthorized change or removal, only information sender and system administrator may change (update) it.

If information was sent by anonymous supplier then only administrator may change it.

In any case, when some change or removal occurs description of the previous version is kept intact and, if necessary, can be used to restore information.

Administration of the stored data

The mode of operations is stipulated, with which new information doesn't become accessible to the visitors immediately, but requires preliminary "approval" by the data administrator. Before such approval the new descriptions or the changes are not visible.

Nowadays DL uses "an automatic approval of the information". This mode will be canceled, if we'll find resources to track all new receipts. It that case, however, the charm to see immediate appearance of the information in the catalogue will be lost.

✓ Please send questions and comments to author: yuri@ngo.org.ru



Questions and Answers

- [General Questions](#)
 - [Why Internet Explorer 5.0](#)
 - [How to prepare HTML documents for publishing in the Library?](#)
 - [How to change existing resource?](#)
- [Error messages](#)
 - [Security related Internet Explorer settings](#)
 - [ActiveX ngossScriptUtils.ngossFile object is not ready...](#)

General Questions

Q. We can not add resources because we don't have **Internet Explorer 5.0**. May you optimize this system to add resources with Internet Explorer 4.0?

A. It is incomparably easier to get Internet Explorer 5.0, than to attempt to have similar functionality using IE4.

IE4 is, actually, unfinished IE5: there is a lot of errors corrected in the subsequent version (new errors do not concern old features usually.)

Internet Explorer 5.0 is distributed **FREE OF CHARGE**, so there is *nothing illegal* to write it from any CD. It is, in particular, in MS Office 2000 CD and for certain it will be in all following versions

of Microsoft operating systems. You may download it from the Internet:



Why to not use Netscape Navigator is a separate question. The answer is about the same, as for Explorer 4.0. You may read interesting VB Thunder webmaster opinion on the page <http://www.vbthunder.com/netscape.htm>.

Q. How to prepare HTML documents for publishing in the Library?

A. If your HTML document consists of only one file, than there is no special requirements for its format. You simply select the file as the resource content while composing the document description. And of course you need to select "text/html" as resource *Format*.

If your HTML document consists of some files (i.e. is a compound resource), for example one main file and some image files, then you have to meet these formal requirements:

1. First HTML document of your compound resource must have *.htm or *.html extension and locate at the root of the archive (not inside any directory of the archive!). This First HTML document is called *default document*.
2. Default document have to be the only HTML file at the root of the archive or it must have name index.htm or index.html
3. All other files, comprising you compound resource, have to be located at the same directory, as *default document*, or in the directories below that directory.
4. You have to make a ZIP archive of all required files. This zip file have to contain the same structure of directories, as directory structure on your hard drive.
5. When you're composing description, select the ZIP file as a resource content, but select "text/html" as resource *Format* (library program will understand that this is not ordinal html file).

A now two most common examples of compound resource creation.

1. You created MS Word document, containing pictures. Suppose its name is "About Our Staff.doc". Save the file as a "Web Page": you will get file named "About Our Staff.htm" and directory named "About Our Staff_files", containing all other files.

So select for "ZIPping" file "About Our Staff.htm" and directory "About Our Staff_files". Ensure packer options "Recursively pack subdirectories" and "Also pack path names (only recursed)" are

both set! It's convenient to give the name "About Our Staff.zip" for this archive. (If you're using Windows Commander, select files and press Alt+F5 to make packed archive).

2. If you saved some interesting Web Page with MS Internet Explorer 5.0 as a "Web page, complete", then you also have just the same "Root" file and directory with all additional files. Deal with them just like in previous case.

Q. How to change existing resource?

A. Use these step-by-step instructions

- Log in under your account (e.g.. Patrick)
- Find existing resource in the library.
Tip. You may use advanced search and fill "User" field with your user nickname and/or email. This will filter out only "your" resources. And, of course, use words for search.
- Open full resource description ([more] link). Now you have at least 2 browser windows open (in each you are logged in already).
- Switch to the first browser window (that contained search results) and go to the "add new resource". Open form for resource description (or description composer Wizard).
- Select appropriate "Action":
"Change existing description" - if you want to change description and, optionally, resource itself.
"Change or add content for existing description" - if old description is Ok and you only need to update resource content (to upload new file to the library). In this case you won't need to retype the description: you will only need to type the URI of existing resource.
- Fill necessary fields in the description as usual, you may or may not look up sometimes into the window with old resource description. Select (using Browse button!!!) new file for upload, only if it needs to be changed also.
- Look in the window, containing full old resource description.
Find the string entitled "URI (identifiers)", select and copy one of that URIs to the buffer.
Legal examples of URIs are:
urn:ngoss:id13149
urn:UUID:F70BB1F3-E4FF-11D3-BD51-00E0291B31FA
- Paste that URI to the "Identifier" field of the new Description, which you are composing.
- Now you are ready to replace old resource description (and maybe, resource itself,) with new one.
Press "Send" button.
If everything is Ok, you will see warning "Existing resource was changed, URI: <the resource URI>".
- Switch to the window, containing full old resource description. Press "Refresh" (Page reload) button on the Browser menu. You will see changed description.
Select link in the Title field to make sure that Resource content changed also.

That's all

Error messages

Q. I wanted to make a resource description, but while the page was loaded I got some messages about security:

..Your current security settings prohibit... ..
What to do?

A. To solve the problem change **Security related Internet Explorer settings**.

To do this:

1. On the page where you got the problem, double click the name of current "Web content zone". You may see the name in the bottom right corner of the browser window - in the status line. In most cases there will be a picture of the Globe and "Internet" label.
You will see window with the "Internet Security Properties" caption.
(You may also get here from the menu: Tools -> Internet Options -> Security tab).
2. Press "Custom Level" button - new window will open with the "Security Settings" caption

3. For action: 'Download unsigned ActiveX controls' -set 'Prompt' option.
4. For action: 'Initialize and Script ActiveX controls not marked as safe' -set 'Prompt' option
5. For action: 'Run ActiveX controls and plug-ins' -set 'Prompt' option also
6. Press "Ok" buttons to close all opened windows.
7. Refresh the WWW page ("Refresh" button or F5 key).

At the entry of potentially risky pages (e.g. pages, containing some program components), you will see warnings (Prompts). If you trust the page (e.g., this is a page of the Description Composer Wizard), you should answer **all warnings** positively ("Yes" or "Ok").

B. After the window for resource description creation is opened, I see the message:
.. ngossScriptUtils.ngossFile object is not ready...
What to do?

O. At first check Security related settings.

Second possible cause: failure to load Visual Basic 6.0 sp3 system files to your computer. The point is, that once for the whole work with our library quite a long system file may start to download from the Microsoft Web site (VBRun60.cab, size 996,666 bytes). Please be patient and wait till everything is loaded.
If you have problems loading such large files from Internet, you may manually save to your local disk and then execute this file: VBRun60sp3.exe (for more information read Q235420). You may load this file in parts using e.g. ReGet or some other tool. After installation of this file you won't have to load any large files from our library to compose resource description.

Yuri Volkov
Chief software developer
Center for NGO support (CNGOS), Moscow
Last modified: 25.05.00 11:14:19 ; 47 visits since Feb 23 2000

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Статистика обращений к ngo.org.ru server

Программа стартовала в пн. 8 янв 2001 12:18.

Анализ обращений к серверу с пт. 1 дек 2000 00:09 по вс. 31 дек 2000 23:56 (30.99 дней).

Основная Информация

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#): [Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#): [Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#): [Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#): [Статистика по типам файлов](#))

(Запись в круглых скобках - данные за 7 дней до 1 янв 2001 00:00).

Успешных обращений: 22,732 (3,355)

Среднее кол. успешных обращений в день: 733 (479)

Строк логфайла не содержащих кода возврата: 2,504 (0)

Успешных обращений к страницам: 22,124 (3,288)

Среднее кол. успешных обращений к страницам в день: 713 (469)

Неуспешных запросов: 1,040 (129)

Перенаправленных запросов: 96,719 (5,181)

Количество запрошенных файлов: 127 (68)

Количество обслуженных хостов: 3,586 (627)

Испорченных строк в logfile: 87

Нежелательных logfile entries: 1,093,041

Данных передано: 740.160 Мбайт (102.223 Мбайт)

Среднее кол. переданных данных в день: 23.883 Мбайт (14.603 Мбайт)

Статистика по месяцам

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#): [Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#): [Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#): [Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#): [Статистика по типам файлов](#))

Каждый символ (_) отображает 600 обращений к страницам или около этого.

```

    месяц: запросы: страниц:
    -----: -----: -----:
    дек 2000:   22732:   22124: _____
  
```

Наибольшее количество обращений в дек 2000 (22,124 обращений к страницам).

Статистика по дням

([Переход: Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Каждый символ (=) отображает 40 обращений к страницам или около этого.

	данных:	запросы:	страниц:
1 дек 00:	1042:	1004:	=====
2 дек 00:	1274:	1190:	=====
3 дек 00:	444:	440:	=====
4 дек 00:	869:	850:	=====
5 дек 00:	1074:	1030:	=====
6 дек 00:	801:	777:	=====
7 дек 00:	777:	748:	=====
8 дек 00:	1010:	992:	=====
9 дек 00:	987:	957:	=====
10 дек 00:	549:	531:	=====
11 дек 00:	660:	649:	=====
12 дек 00:	655:	631:	=====
13 дек 00:	938:	918:	=====
14 дек 00:	1189:	1163:	=====
15 дек 00:	663:	647:	=====
16 дек 00:	430:	421:	=====
17 дек 00:	709:	689:	=====
18 дек 00:	1257:	1244:	=====
19 дек 00:	735:	725:	=====
20 дек 00:	842:	826:	=====
21 дек 00:	948:	938:	=====
22 дек 00:	786:	761:	=====
23 дек 00:	456:	425:	=====
24 дек 00:	282:	280:	=====
25 дек 00:	673:	654:	=====
26 дек 00:	796:	790:	=====
27 дек 00:	463:	451:	=====
28 дек 00:	330:	326:	=====
29 дек 00:	513:	496:	=====
30 дек 00:	346:	337:	=====
31 дек 00:	234:	234:	=====

Наиболее загруженный день: 18 дек 00 (1,244 обращений к страницам).

Статистика по дням недели

([Переход: Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду](#)

возврата: [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Каждый символ (=) отображает 100 обращений к страницам или около этого.

день: запросы: страниц:

день:	запросы:	страниц:
пн.:	3459:	3397: _____
вт.:	3260:	3176: _____
ср.:	3044:	2972: _____
чт.:	3244:	3175: _____
пт.:	4014:	3900: _____
сб.:	3493:	3330: _____
вс.:	2218:	2174: _____

Статистика по времени суток

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Каждый символ (=) отображает 40 обращений к страницам или около этого.

час: запросы: страниц:

час:	запросы:	страниц:
0:	866:	863: _____
1:	374:	366: _____
2:	511:	493: _____
3:	386:	383: _____
4:	567:	549: _____
5:	556:	541: _____
6:	668:	647: _____
7:	1104:	1081: _____
8:	1161:	1130: _____
9:	1378:	1337: _____
10:	1542:	1496: _____
11:	1457:	1425: _____
12:	1570:	1541: _____
13:	1357:	1329: _____
14:	1377:	1342: _____
15:	1349:	1316: _____
16:	1415:	1355: _____
17:	935:	915: _____
18:	674:	649: _____
19:	668:	645: _____
20:	899:	869: _____
21:	694:	666: _____
22:	639:	632: _____
23:	585:	554: _____

Статистика по доменам

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):

[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Список доменов на которые приходится, как минимум 10 запросов, отсортированный по количеству обращений.

```
запросы:  %байт:  домен
-----:  -----:  -----
10174:  48.42%:  .ru (Россия)
6346:  26.69%:  [не распознанный IP-адрес]
1944:  8.36%:  .net (Сетевой домен)
1377:  4.97%:  .com (Комерческий домен)
631:  3.11%:  .ua (Украина)
287:  1.75%:  .su (Старый домен СССР)
257:  1.03%:  .kz (Казахстан)
218:  0.36%:  .fr (Франция)
217:  1.22%:  [домен не определен]
162:  0.63%:  .edu (Образовательный домен США)
147:  0.21%:  .us (Соединенные Штаты Америки)
109:  0.24%:  .lv (Латвия)
104:  0.36%:  .kg (Киргизстан)
89:  0.12%:  .org (Домен некоммерческих организаций)
80:  0.69%:  .md (Молдавия)
59:  0.07%:  .ca (Канада)
51:  0.41%:  .de (Германия)
48:  0.09%:  .gov (Правительственный домен США)
43:  0.21%:  .by (Беларусь)
41:  0.13%:  .ee (Эстония)
39:  0.07%:  .uk (Объединенное Королевство Великобритании)
36:  0.06%:  .jp (Япония)
31:  0.05%:  .be (Бельгия)
27:  0.05%:  .fi (Финляндия)
24:  0.13%:  .it (Италия)
23:  0.06%:  .nl (Нидерланды)
17:  0.02%:  .mk (Македония)
16:  0.08%:  .ge (Грузия)
13:  0.06%:  .il (Израиль)
13:  0.01%:  .ie (Ирландия)
109:  0.31%:  [не распознано: 25 доменов]
```

Статистика по организациям

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Список организации на которые приходится, как минимум 10 запросов, отсортированный по количеству обращений.

```
запросы:  %байт:  организация
-----:  -----:  -----
6452:  27.02%:  [не распознанный IP-адрес]
1067:  3.28%:  mtu-net.ru
```

762: 1.34%: astranet.ru
586: 2.45%: sovam.com
447: 0.74%: polarcom.ru
259: 1.33%: cityline.ru
257: 1.03%: kz
244: 1.03%: spb.ru
227: 0.54%: albertina.ru
206: 1.04%: rbnet.ru
168: 0.70%: tomsknet.ru
163: 0.30%: cybercity.fr
154: 0.49%: rosprint.net
148: 0.27%: etr.ru
139: 0.78%: nsk.su
138: 0.29%: nsu.ru
129: 0.78%: mtu.ru
120: 0.45%: kht.ru
119: 0.32%: nursat.net
115: 0.64%: chuvsu.ru
114: 0.41%: inktomisearch.com
111: 0.88%: [домен не определен]
104: 0.36%: kg
102: 0.39%: ac.ru
101: 0.57%: peterlink.ru
101: 1.11%: sinor.ru
100: 0.66%: europeonline.net
100: 0.17%: linkor.ru
100: 0.07%: rdven.lv
99: 0.17%: interpacket.net
97: 0.17%: comintern.ru
96: 0.36%: aaanet.ru
94: 0.24%: surnet.ru
88: 0.19%: cell.ru
86: 0.32%: runnet.ru
86: 0.47%: col.ru
85: 0.13%: mos.ru
83: 0.18%: tmb.ru
82: 0.22%: gazinter.net
80: 0.25%: azeurotel.com
80: 0.69%: md
80: 0.06%: acpl.lib.in.us
79: 0.35%: kneu.kiev.ua
77: 0.61%: wplus.net
74: 0.12%: diasoft.ru
74: 0.43%: sochi.ru
73: 0.44%: msu.ru
70: 0.07%: uu.net
70: 0.53%: sovintel.ru
68: 0.20%: orc.ru
68: 0.06%: west-tex.net
66: 0.13%: rssi.ru
66: 0.11%: rost.ru
65: 0.06%: aol.com
65: 0.28%: sovam.net.ua
64: 0.11%: com2com.ru
64: 0.08%: rsu.ru
63: 0.14%: kosnet.ru
63: 0.22%: sci-nnov.ru
62: 0.12%: permonline.ru
61: 0.07%: ousd.k12.ca.us
61: 0.12%: udm.ru
60: 0.17%: donpac.ru
56: 0.25%: stl.ru
56: 0.08%: usaid.ru
55: 0.31%: relc.com
55: 0.09%: ll.net.ua
54: 0.13%: netsetter.com
53: 0.16%: vsu.ru
53: 0.34%: edu.ru
53: 0.17%: kirov.ru

52: 0.14%: sibtel.ru
51: 0.09%: kubannet.ru
51: 0.11%: karelia.ru
51: 0.09%: irex.ru
51: 0.08%: permnet.ru
51: 0.18%: dataforce.net
50: 0.41%: primorye.ru
49: 0.43%: alkar.net
48: 0.12%: relline.ru
48: 0.15%: redcom.ru
47: 0.15%: te.net.ua
47: 0.34%: carrier.kiev.ua
47: 0.09%: cea.ru
46: 0.10%: com.ru
46: 0.04%: arts.ualberta.ca
46: 0.12%: dialsprint.net
46: 0.05%: inria.fr
45: 0.09%: nexusline.net
45: 0.08%: noaa.gov
44: 0.37%: aic.net
44: 0.78%: irtel.ru
44: 0.07%: tsystems.kiev.ua
43: 0.21%: by
42: 0.10%: dialup.ru
42: 0.29%: mi.ru
42: 0.17%: cnt.ru
41: 0.05%: t-dialin.net
41: 0.06%: transit.ru
41: 0.21%: metrocom.ru
40: 0.38%: ptt.ru
40: 0.21%: aha.ru
39: 2.22%: org.ru
38: 0.07%: ukrstel.net
36: 0.34%: darial.ru
36: 0.06%: kubsu.ru
36: 0.08%: mark-itt.net
35: 0.12%: comset.net
35: 0.31%: msk.ru
35: 0.05%: uswest.net
35: 0.03%: parma.ru
35: 0.07%: raid.ru
34: 0.07%: apex.dp.ua
34: 0.04%: entelchile.net
34: 0.05%: mldnet.com
33: 0.27%: spb.edu
32: 0.03%: inar.ru
32: 0.09%: sibintek.net
32: 0.23%: ntvi.ru
32: 0.14%: lucky.net
32: 0.08%: mobikom.net
32: 0.27%: sibnet.ru
31: 0.09%: mark-itt.ru
31: 0.44%: ntvinet.net
30: 0.44%: rsuh.ru
30: 0.19%: uralnet.ru
29: 0.07%: tomsk.su
29: 0.02%: irex.org
29: 0.27%: kubtelecom.ru
29: 0.15%: vtsnet.ru
28: 0.08%: nnov.ru
28: 0.11%: yaroslavl.ru
28: 0.08%: telekom.ru
27: 0.11%: stanford.edu
27: 0.12%: vsi.ru
27: 0.05%: bezeqint.net
27: 0.03%: pptus.ru
27: 0.25%: list.ru
26: 0.10%: atnet.ru
26: 0.05%: glasnet.ru

26: 0.03%: ndi.org
26: 0.04%: ac.be
26: 0.22%: tyumen.ru
26: 0.18%: macol.ru
26: 0.14%: mari-el.ru
26: 0.04%: ibs.ru
26: 0.03%: elvisti.kiev.ua
26: 0.03%: integrum.ru
25: 0.02%: infoseek.com
24: 0.05%: atlant.ru
24: 0.09%: marine.su
24: 0.28%: belcom.ru
24: 0.11%: com.ua
24: 0.04%: caravan.ru
23: 0.15%: vladivostok.ru
23: 0.02%: psi.net
22: 0.03%: nyu.edu
22: 0.07%: mmtel.ru
21: 0.03%: navipath.net
21: 0.29%: ufanet.ru
21: 0.20%: chel.su
21: 0.03%: apc.org
21: 0.14%: tlt.ru
21: 0.07%: tele-kom.ru
21: 0.07%: metacom.ru
21: 0.12%: omskelecom.ru
21: 0.24%: mplik.ru
20: 0.17%: kraft-s.ru
20: 0.02%: jeo.ru
20: 0.03%: rr.com
20: 0.06%: kuban.ru
20: 0.12%: farlep.net
20: 0.06%: r-isp.net
20: 0.03%: siams.com
20: 0.02%: edunet.ru
19: 0.02%: tenet.odessa.ua
19: 0.09%: card.odessa.ua
19: 0.05%: kmv.ru
19: 0.08%: umass.edu
18: 0.07%: kaluga.ru
18: 0.02%: zenon.net
18: 0.08%: alexa.com
18: 0.09%: avicomp.ru
18: 0.11%: nstu.ru
18: 0.18%: free.net
18: 0.10%: ukrpack.net
17: 0.14%: bryansk.ru
17: 0.03%: tula.ru
17: 0.04%: estpak.ee
17: 0.09%: kis.ru
17: 0.02%: av.com
17: 0.04%: tele2.ee
17: 0.13%: iitp.ru
17: 0.08%: samara.ru
17: 0.04%: icon.fi
17: 0.18%: vrn.ru
17: 0.02%: snc.ru
16: 0.02%: ttn.ru
16: 0.04%: lanck.net
16: 0.02%: icc.ne.jp
16: 0.01%: sunbeach.net
16: 0.23%: net.ru
16: 0.40%: elpskov.ru
16: 0.03%: visti.net
16: 0.03%: msu.su
16: 0.08%: ge
16: 0.09%: st.net
16: 0.10%: izhcom.ru
16: 0.02%: susx.ac.uk

16: 0.12%: gazprom.ru
16: 0.09%: mksnet.ru
16: 0.02%: unis.ru
16: 0.02%: mt.net.mk
16: 0.08%: udsu.ru
16: 0.02%: somalinternet.com
15: 0.02%: museum.ru
15: 0.05%: kiev.ua
15: 0.08%: baltnet.ru
15: 0.30%: krystech.ru
15: 0.11%: magelan.ru
14: 0.05%: isb.ru
14: 0.05%: lorton.com
14: 0.15%: sakhalin.ru
14: 0.16%: relcom.ru
14: 0.12%: kamchatka.ru
14: 0.01%: crimea.com
14: 0.03%: vsptus.ru
14: 0.04%: msk.su
14: 0.03%: sibinfo.ru
14: 0.21%: vlink.ru
14: 0.09%: donbass.net
14: 0.09%: omskreg.ru
14: 0.03%: socket.ru
13: 0.10%: relarn.ru
13: 0.02%: ivanovo.ru
13: 0.05%: avantgo.com
13: 0.21%: kazan.ru
13: 0.03%: bellglobal.com
13: 0.12%: radio-msu.net
12: 0.01%: colt.net
12: 0.03%: home.com
12: 0.01%: level3.net
12: 0.02%: avtlg.ru
12: 0.28%: khv.ru
12: 0.08%: flyswat.com
12: 0.09%: co.ru
12: 0.02%: dol.ru
12: 0.05%: ssga.ru
12: 0.02%: samtel.ru
12: 0.01%: netvision.net.il
12: 0.05%: lek.ru
12: 0.01%: corbina.net
12: 0.03%: khakasnet.ru
12: 0.19%: vtc.ru
12: 0.12%: dcn-asu.ru
12: 0.01%: rk-audit.ru
12: 0.47%: ints.net
12: 0.02%: yucom.ru
11: 0.08%: engec.ru
11: 0.12%: telecet.ru
11: 0.01%: vcom.ru
11: 0.13%: irk.ru
11: 0.01%: franko.lviv.ua
11: 0.18%: tsu.ru
11: 0.05%: orel.ru
11: 0.03%: dvina.ru
11: 0.06%: east.ru
11: 0.05%: vladimir.ru
11: 0.01%: ab.ru
11: 0.03%: esstel.ru
11: 0.02%: comcent.nikolaev.ua
11: 0.11%: tmn.ru
11: 0.08%: vvsu.ru
10: 0.05%: ozersk.ru
10: 0.06%: utel.net.ua
10: 0.03%: cris.net
10: 0.11%: vostok.net
10: : inktomi.com

10: 0.04%: gu.kiev.ua
 10: 0.01%: ricor.ru
 10: 0.01%: lgt.org.uk
 10: 0.01%: mediaways.net
 10: 0.07%: ssau.ru
 10: 0.03%: south.ru
 10: 0.07%: ufacom.ru
 10: 0.01%: krsk.ru
 10: 0.01%: washington.edu
 10: 0.02%: sanet.ru
 10: 0.01%: udel.edu
 10: 0.12%: trieste.it
 10: 0.01%: itc.nl
 10: 0.02%: nkz.ru
 1911: 16.42%: [не распознано: 698 организации]

Статистика по ссылкам

(Переход: [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Список ссылающихся URLeй на которые приходится, как минимум 2 запросов, отсортированный по количеству обращений.

запросы: URL

 1674: <http://www.yandex.ru/>
 837: <http://sm.aport.ru/scripts/template.dll>
 450: <http://www.rambler.ru/>
 131: <http://www.google.com/search>
 58: <http://list.ru/catalog/15598.html>
 51: <http://www.yahoo.com/bin/query>
 51: <http://www.w3.org/RDF/>
 49: <http://www.ya.ru/yandsearch>
 36: <http://www.altavista.com/cgi-bin/query>
 36: <http://www.a-z.ru/club/1.htm>
 33: <http://ngo.ru/libraries.shtml>
 27: <http://list.ru/catalog/19952.html>
 25: <http://top.list.ru:8005/Rating/State-Organizations/Today/Hosts/1.html>
 24: <http://www.ya.ru/yandpage>
 20: <http://catalog.aport.ru/rus/themes.asp>
 17: <http://www.cip.nsk.su/win/pressr1.htm>
 16: <http://list.ru/cgi-bin/yandsearch>
 15: <http://weblist.ru/russian/Reference/Libraries/>
 14: <http://ya.ru/yandsearch>
 14: <http://193.125.XXX.XXX>
 13: <http://www.srrc.ru/srrc/library/index.html>
 13: <http://list.ru/catalog/15598.2.html>
 11: <http://list.ru/catalog/10962.html>
 11: <http://webmail.aport.ru/scripts/message>
 10: <http://ngo.ru/rc.shtml>
 9: <http://ya.ru/yandpage>
 9: http://www.ru/cgi/pg_r.cgi
 8: <http://admarket.boom.ru/more/links.html>
 8: <http://list.ru/cgi-bin/yandpage>
 7: <res://C:/WINDOWS/SYSTEM/SHDOCLC.DLL/navcancl.htm>
 7: <http://search.netscape.com/google.tmpl>
 7: http://www.dvgu.ru/rus/inet/funds/list_ru.htm

2: <http://www.c4.com/return.html>
 2: <res://C:/WINNT/System32/shdoclc.dll/navcanc1.htm>
 2: <http://www.krasu.ru/servlet/search2.servlet.MetaSearcher>
 2: <http://www.talk.ru/forum/talk.ru.org.public>
 2: <http://www.lycos.com/srch/>
 2: <http://list.ru/catalog/10497.5.html>
 2: <http://www.internethelp.ru/ga/answ.asp>
 2: <http://top.list.ru:8005/Rating/State-Organizations>
 2: <http://directory.netscape.com/google.tmpl>
 2: <http://www.soros.karelia.ru/projects/fonds.html>
 2: <http://www.fco.gov.uk/reference/khf/index.html>
 2: http://www.srrc.ru/srrc/formula/fu07_01.html
 2: <http://192.168.250.203/bank/security/results.List.asp>
 14959: [не распознано: 1,848 URLей]

Статистика по ссылающимся сайтам

([Переход: Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Список ссылающихся сайтов на которые приходится, как минимум 3 запросов, отсортированный по количеству обращений.

запросы: сайт
 -----: ----
 1674: <http://www.yandex.ru/>
 837: <http://sm.aport.ru/>
 450: <http://www.rambler.ru/>
 151: <http://list.ru/>
 135: <http://www.google.com/>
 74: <http://www.ya.ru/>
 54: <http://www.yahoo.com/>
 51: <http://www.w3.org/>
 43: <http://ngo.ru/>
 41: <http://www.altavista.com/>
 39: <http://www.a-z.ru/>
 30: <http://top.list.ru:8005/>
 29: <http://www.srrc.ru/>
 24: <http://ya.ru/>
 23: <http://www.cip.nsk.su/>
 20: <http://catalog.aport.ru/>
 15: <http://weblist.ru/>
 14: <http://193.125.XXX.XXX/>
 13: <http://www.ru/>
 11: <http://webmail.aport.ru/>
 10: <res://C:/>
 8: <http://www.internethelp.ru/>
 8: <http://www.atrus.ru/>
 8: <http://admarket.boom.ru/>
 7: <http://www.webcenter.ru/>
 7: <http://search.netscape.com/>
 7: <http://info.sandy.ru/>
 7: <http://www.dvgu.ru/>
 7: <http://my.km.ru/>
 6: <http://icqrus.ru/>
 6: <http://cspi.org.ru/>
 6: <http://www.osi.hu/>
 6: <http://dir.spylog.ru/>

5: http://www.utoronto.ca/
 5: http://admcity.attack.ru/
 5: http://www.glasnet.ru/
 5: http://www.aha.ru/
 5: http://www.sluzhenye.sandy.ru/
 5: http://www.alltheweb.com/
 5: http://cip.nsk.su/
 4: http://search.msn.com/
 4: http://dv.projectharmony.ru/
 4: http://www.qefd.org/
 4: http://www.xmltree.com/
 4: http://www.irex.ru/
 4: http://www.idealists.org/
 4: http://hotbot.lycos.com/
 4: http://www.emax.ru/
 4: http://www.link.transit.ru/
 4: http://www.fido7.com/
 3: http://catalog.online.ru/
 3: http://www.talk.ru/
 3: http://www.worldlearning.org/
 3: http://infohome.alt.ru/
 3: http://www.ifla.org/
 3: http://zzz.big.ru/
 3: http://www.greenpeace.ru/
 3: http://www.northernlight.com/
 3: http://www.trainet.org/
 3: http://iw.owl.ru/
 3: http://home.novoch.ru/
 3: http://search.weblist.ru/
 3: http://www.rvstud.boom.ru/
 3: http://win.mail.port.ru/
 3: http://greens.krc.karelia.ru/
 14961: [не распознано: 88 сайтов]

Статистика по поисковым словам

[\(Переход: Вверх: Основная Информация: Статистика по месяцам: Статистика по дням: Статистика по дням недели: Статистика по времени суток: Статистика по доменам: Статистика по организациям: Статистика по ссылкам: Статистика по ссылающимся сайтам: Статистика по поисковым словам: Статистика по браузерам \(подробная\): Статистика по браузерам \(суммарная\): Статистика по операционным системам: Статистика по коду возврата: Статистика по времени обработки запроса: Статистика по размерам файлов: Статистика по типам файлов\)](#)

Список слова запросов на которые приходится, как минимум 10 запросов, отсортированный по количеству обращений.

запросы: поисковое выражение

```

-----
63: ngo
55: в
23: библиотека
22: international
21: по
21: and
18: for
17: организации
17: in
16: и
15: здравоохранения
14: электронная
14: of
13: ngoss
  
```

12: проблемы
 12: non
 11: социальные
 11: экономика
 11: organizations
 10: the
 10: organization
 2256: [не распознано: 1,415 поисковые выражения]

Статистика по браузерам (подробная)

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

Список браузеров на которые приходится, как минимум 10 запросов, отсортированный по количеству обращений.

запросы: браузер

```
-----
8212: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt)
2950: Mozilla/4.0 (compatible; MSIE 4.01; Windows 98)
 978: Mozilla/4.0 (compatible; MSIE 5.0; Windows 95; DigExt)
 967: Mozilla/4.0 (compatible; MSIE 5.01; Windows NT 5.0)
 682: Mozilla/4.0 (compatible; MSIE 4.01; Windows NT)
 631: Mozilla/4.0 (compatible; MSIE 4.0; Windows 95)
 612: Mozilla/4.0 (compatible; MSIE 5.0; Windows NT; DigExt)
 548: Mozilla/4.0 (compatible; MSIE 5.5; Windows 98; Win 9x 4.90)
 481: Mozilla/4.0 (compatible; MSIE 5.5; Windows 98)
 412: Mozilla/4.0 (compatible; MSIE 5.01; Windows 98)
 405: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt; Hotbar 2.0)
 250: Mozilla/4.0 (compatible; MSIE 5.01; Windows NT)
 187: Mozilla/4.0 (compatible; MSIE 4.01; Windows 95)
 162: WebCraft mailto:webcraft@iway.fr
 157: Mozilla/2.0 (compatible; MSIE 3.01; Windows 95)
 151: JennyBot/0.1
 134: Mozilla/4.7 [ru] (Win98; I)
 129: Mozilla/4.0 (compatible; MSIE 4.01; MSN 2.5; Windows 98)
 126: Mozilla/4.0 (compatible; MSIE 5.5; Windows 95)
 115: Mozilla/4.0 (compatible; MSIE 5.5; Windows NT 5.0)
 114: Mozilla/4.0 (compatible; MSIE 5.5; Windows NT 4.0)
 109: Mozilla/4.51 [en] (Win98; I)
 108: Mozilla/3.0 (Slurp.so/1.0; slurp@inktomi.com; http://www.inktomi.com/sl
 104: Mozilla/2.0 (compatible; MSIE 3.0; Windows 95)
 103: Mozilla/4.0 (compatible; MSIE 5.01; Windows 95)
 91: MSProxy/2.0
 88: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98)
 88: Mozilla/4.7 [en] (Win98; I)
 86: Mozilla/4.74 [en] (WinNT; U)
 82: Mozilla/4.08 [en] (Win95; I ;Nav)
 76: UdmSearch/3.1.8,
 75: Mozilla/3.0 (compatible)
 68: Mozilla/4.04 [en] (Win95; I)
 65: Mozilla/4.05 [en] (Win95; I)
 63: Microsoft Data Access Internet Publishing Provider Cache Manager
 58: Mozilla/4.0 (compatible; MSIE 4.01; Windows NT; AIRF)
 56: Mozilla/4.0 (compatible; MSIE 5.0; Windows 95; CNETHomeBuild03171999)
 55: Mozilla/4.0 (compatible; MSIE 4.0; Windows NT)
 53: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt; AIRF)
```

51: Mozilla/2.0 (compatible; MSIE 3.02; Windows 95)
48: Mozilla/4.0 (compatible; MSIE 5.0; Win32)
46: cosmos/0.3
46: Mozilla/4.0 (compatible; MSIE 4.01; Windows 98; TUCOWS)
46: LECodeChecker/3.0 libgetdoc/1.0
44: Mozilla/4.08 [en] (Win95; I; 16bit ;Nav)
42: Mozilla/4.75 [en] (Win95; U)
42: Mozilla/4.7 [en] (Win95; I)
42: Mozilla/4.0 (compatible; MSIE 5.5; MSN 2.5; Windows 98; Compaq)
41: Mozilla/4.75 [en] (WinNT; U)
40: Mozilla/4.06 [en] (Win95; I)
37: Mozilla/4.0 (compatible; MSIE 4.01; Windows 98; DigExt)
36: Mozilla/3.01 (compatible;)
36: Mozilla/4.0 (compatible; MSIE 5.0; Windows NT)
35: Mozilla/4.0 (compatible; MSIE 5.0; Windows 95)
34: Mozilla/4.7 [en] (WinNT; I)
32: Go!Zilla 3.5 (www.gozilla.com)
32: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt; sureseeker.com)
32: Mozilla/4.51 [ru] (Win98; I)
31: Mozilla/2.0 (compatible; MSIE 3.02; Windows 3.1)
30: Mozilla/4.0 (compatible; MSIE 5.0; Windows 95; GlasInternet; DigExt)
30: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt; Zenon)
28: Mozilla/4.7 (Macintosh; I; PPC)
28: Mozilla/4.76 [en] (Win98; U)
27: Mozilla/4.06 [en] (Win98; I)
27: Mozilla/4.5 [en] (Win98; I)
27: Mozilla/3 (Unix; ListChecker v0.03)
26: Mozilla/4.0 (compatible; MSIE 5.0; Mac_PowerPC)
25: InfoSeek Sidewinder/0.9
24: Mozilla/5.0 (Windows; U; Win98; en-US; m18) Gecko/20001108 Netscape6/6.
24: Mozilla/4.0 (compatible; MSIE 4.01; Windows 98; Hotbar 2.0)
24: Mozilla/4.0 (compatible; MSIE 5.01; Windows 98; Автобанк)
23: Mozilla/4.72 [en] (Win98; I)
23: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt; LanguageForce)
23: Mozilla/4.61 [en] (WinNT; I)
22: Mozilla/4.6 [en] (Win95; I)
22: Mozilla/4.0 (compatible; MSIE 5.5; Windows NT 4.0; MSSSES)
22: Mozilla/4.5 [en] (Win98; U)
22: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; BCD2000; DigExt)
22: Mozilla/4.6 [en] (WinNT; I)
22: Mozilla/4.0 (compatible; MSIE 5.0; MSN 2.5; Windows 98; DigExt)
20: Mozilla/4.0 (compatible; MSIE 5.0b1; Windows 98)
20: DA 4.0
19: Mozilla/4.5 [en] (WinNT; I)
19: Mozilla/4.73 [en] (Win95; U)
19: Mozilla/4.72 [en] (WinNT; I)
18: ia_archiver
18: Mozilla/4.0 (compatible; MSIE 5.5; Windows 98; Win 9x 4.90; AIRF)
17: Mozilla/4.05 [fr] (Win95; I)
17: Mozilla/4.74 [en] (Win98; U)
17: Mozilla/4.0 (compatible; MSIE 5.01; Windows 95; www.auramedia.ru)
16: Mozilla/3.0 (Slurp/si; slurp@inktomi.com; http://www.inktomi.com/slurp.:
16: Mozilla/4.0 (Windows 4.10;US) Opera 3.60 [en]
16: Mozilla/4.73 [en] (Win98; I)
16: Mozilla/4.76 [en] (WinNT; U)
16: DISCoFinder
16: Mozilla/4.04 [en]C-NECCK (Win95; I)
15: Mozilla/4.0 (compatible; MSIE 5.0b2; Windows 95)
15: Mozilla/4.0 (compatible; MSIE 4.0; Windows 95; Gameland)
14: Mozilla/4.08 [en] (WinNT; I)
14: Mozilla/4.73 (Windows 98; U) Opera 4.02 [en]
14: Mozilla/4.08 [en] (X11; I; Linux 2.2.12 i586)
14: Mozilla/3.01Gold (Win95; I)
14: Mozilla/4.72 [en] (Win95; I)
14: Mozilla/4.61 [en] (Win95; I)
14: Mozilla/4.5 [en] (Win95; I)
14: Mozilla/4.0 (compatible; MSIE 5.5; MSN 2.5; AOL 5.0; Windows 98)
13: Mozilla/3.0 (compatible; AvantGo 3.2)
13: Mozilla/4.51 [ru] (Win95; I)

13: Mozilla/4.08 [en] (Win95; U ;Nav)
 13: Mozilla/4.01 [en] (Win95;I)
 12: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt; Zahav Local 5)
 12: Mozilla/4.7 [de] (WinNT; I)
 11: Mozilla/4.0 (compatible; MSIE 5.5; Windows 98; NetCaptor 6.1.1)
 11: Mozilla/4.0 (compatible; MSIE 5.0; Windows 95; gameland 5.0)
 11: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; AIRF)
 11: Microsoft Internet Explorer/4.40.426 (Windows 95)
 11: Mozilla/4.7 [ru] (WinNT; I)
 11: Mozilla/4.5 [en]C-CCK-MCD compaq (Win98; U)
 11: www4mail/2.4 libwww-FM/2.14 (Unix; I)
 11: Mozilla/4.7 [en] (X11; I; Linux 2.2.14-15mdk i586)
 10: Mozilla/4.75 [en]C-CCK-MCD (Win95; U)
 10: Mozilla/4.75 [de] (Win98; U)
 10: Mozilla/4.05 [en] (WinNT; I)
 10: Mozilla/4.0 (compatible; MSIE 5.0; Windows 98; DigExt; BCD2000)
 871: [не распознано: 311 браузеров]

Статистика по браузерам (суммарная)

([Переход: Вверх: Основная Информация: Статистика по месяцам: Статистика по дням: Статистика по дням недели: Статистика по времени суток: Статистика по доменам: Статистика по организациям: Статистика по ссылкам: Статистика по ссылающимся сайтам: Статистика по поисковым словам: Статистика по браузерам \(подробная\): Статистика по браузерам \(суммарная\): Статистика по операционным системам: Статистика по коду возврата: Статистика по времени обработки запроса: Статистика по размерам файлов: Статистика по типам файлов](#))

Список браузеров на которые приходится, как минимум 10 запросов, отсортированный по количеству обращений.

запросы: браузер

19555: MSIE
 1903: Netscape
 162: WebCraft mailto:webcraft@iway.fr
 151: JennyBot
 150: Netscape (compatible)
 91: MSProxy
 91: UdmSearch
 70: Opera
 63: Microsoft Data Access Internet Publishing Provider Cache Manager
 46: LECODECHECKER
 46: cosmos
 32: Go!Zilla 3.5 (www.gozilla.com)
 25: InfoSeek Sidewinder
 20: DA 4.0
 18: ia_archiver
 16: DISCOFinder
 12: Microsoft Internet Explorer
 11: www4mail
 180: [не распознано: 62 браузеров]

Статистика по операционным системам

([Переход: Вверх: Основная Информация: Статистика по месяцам: Статистика по дням: Статистика по дням недели: Статистика по времени суток: Статистика по доменам: Статистика по организациям: Статистика по ссылкам: Статистика по ссылающимся сайтам:](#))

[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#): [Статистика по типам файлов](#))

Список операционных систем, отсортированный по количеству обращений.

```

N: запросы: ОС
--: -----: --
1: 21270: Windows
  : 14488: Windows 98
  : 3270: Windows 95
  : 2223: Windows NT
  : 1143: Windows 2000
  : 61: Windows 32-bit
  : 46: Неизвестная Windows-система
  : 32: Windows 3.1
  : 7: Windows 16-bit
2: 1215: Неизвестная ОС
3: 76: Unix
  : 45: Linux
  : 26: BSD
  : 4: SunOS
  : 1: Другие Unix-системы
4: 66: Macintosh
  : 66: Macintosh PowerPC
5: 9: WebTV
6: 5: OS/2
7: 1: BeOS

```

Статистика по коду возврата

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#): [Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#): [Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#): [Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#): [Статистика по типам файлов](#))

Список кодов возврата, отсортированный по порядковым номерам.

```

запросы: код статус
-----: -----
21320: 200 OK
 23: 206 Partial content
96719: 302 Document found elsewhere
1389: 304 Not modified since last retrieval
 8: 400 Bad request
 9: 401 Authentication required
46: 403 Access forbidden
971: 404 Document not found
 1: 406 Document not acceptable to client
 5: 500 Internal server error

```

Статистика по времени обработки запроса

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

```

секунд: запросы:
-----:-----:
      0:      1397:
<= 0.01:      224:
0.01-0.02:      64:
0.02-0.05:     145:
0.05-0.1 :     136:
0.1 -0.2 :     271:
0.2 -0.5 :    2334:
0.5 -1   :    1820:
  1- 2   :    4640:
  2- 5   :    3809:
  5- 10  :    2401:
 10- 20  :    1758:
 20- 60  :    2030:
 60-120  :     763:
120-300  :     498:
 > 300  :     442:

```

Статистика по размерам файлов

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду возврата](#): [Статистика по времени обработки запроса](#): [Статистика по размерам файлов](#):
[Статистика по типам файлов](#))

```

размер: запросы: %байт:
-----:-----:-----:
      0:      186:      :
  1b- 10b:      0:      :
 11b- 100b:      0:      :
101b- 1kb:    3805:  0.12%:
  1kb- 10kb:  8119:  6.20%:
10kb-100kb:  8656: 25.38%:
100kb- 1Mb:  1960: 65.63%:
  1Mb- 10Mb:      6:  2.67%:

```

Статистика по типам файлов

([Переход](#): [Вверх](#): [Основная Информация](#): [Статистика по месяцам](#): [Статистика по дням](#):
[Статистика по дням недели](#): [Статистика по времени суток](#): [Статистика по доменам](#):
[Статистика по организациям](#): [Статистика по ссылкам](#): [Статистика по ссылающимся сайтам](#):
[Статистика по поисковым словам](#): [Статистика по браузерам \(подробная\)](#): [Статистика по браузерам \(суммарная\)](#): [Статистика по операционным системам](#): [Статистика по коду](#)

[возврата: Статистика по времени обработки запроса: Статистика по размерам файлов: Статистика по типам файлов\)](#)

Список расширений на которые приходится, как минимум 0.1% трафика, отсортированный по суммарному трафику.

```
запросы:  %байт:  расширение
-----:  -----:  -----
  5147:  65.73%:  .html [Hypertext Markup Language]
15881:  23.18%:  [директории]
   398:   5.01%:  .zip [Zip archives]
   355:   2.84%:  .txt [Plain text]
    36:   1.45%:  .htm [Hypertext Markup Language]
   396:   0.96%:  .xml
   222:   0.61%:  .shtml
   297:   0.22%:  [не распознано: 13 расширений]
```

Этот анализ выполнен программой analog 4.11.

Время работы программы: 1 минута, 40 секунд.

([Переход: Вверх: Основная Информация: Статистика по месяцам: Статистика по дням: Статистика по дням недели: Статистика по времени суток: Статистика по доменам: Статистика по организациям: Статистика по ссылкам: Статистика по ссылающимся сайтам: Статистика по поисковым словам: Статистика по браузерам \(подробная\): Статистика по браузерам \(суммарная\): Статистика по операционным системам: Статистика по коду возврата: Статистика по времени обработки запроса: Статистика по размерам файлов: Статистика по типам файлов\)](#))



 [Вход в библиотеку Темы](#) [Добавить ресурс](#)

[Помощь](#) [English](#)

Запрос

» NGOSS нашла для Вас 987 ресурсов.

Отсортировано по суммарному количеству запросов

№	название ресурса и ссылка на его подробное описание	кол-во запросов	запросы в месяц	запросы с	запросы по
1	Руководство пользователя Электронной библиотеки НКО	4947	773	14.07.00	21.01.01
2	ПРАВОВОЕ РЕГУЛИРОВАНИЕ ДЕЯТЕЛЬНОСТИ НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ В РОССИЙСКОЙ ФЕДЕРАЦИИ	2402	234	20.03.00	21.01.01
3	Управление в здравоохранении России и США. Сборник научных трудов	1834	149	19.01.00	22.01.01
4	NGOSS - Условия использования	1228	103	31.01.00	20.01.01
5	Статистика посещений сервера ngo.org.ru	995	102	03.04.00	20.01.01
6	Как Создать Кризисный Центр Для Женщин	916	166	09.08.00	21.01.01
7	Introduction to NGOSS	805	71	16.02.00	15.01.01
8	ЧТО ТАКОЕ СВЯЗИ С ОБЩЕСТВЕННОСТЬЮ	797	73	02.03.00	22.01.01
9	Презентация новой книги С.С. Юрьева «Правовое регулирование деятельности некоммерческих организаций в Российской Федерации».	753	76	31.03.00	21.01.01
10	ПРАВОВОЕ РЕГУЛИРОВАНИЕ ДЕЯТЕЛЬНОСТИ НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ (полная версия)	732	96	08.06.00	22.01.01
11	МЕТОДОЛОГИЧЕСКИЕ ПРОБЛЕМЫ ПЕРВОГО ЭТАПА ПОСЛЕДИПЛОМНОГО ОБУЧЕНИЯ	645	39	14.09.99	21.01.01
12	ЭКОЛОГИЧЕСКИЕ ПРОБЛЕМЫ ПРОМЫШЛЕННЫХ ГОРОДОВ И ПУТИ ИХ РЕШЕНИЯ	598	68	03.05.00	21.01.01
13	User's Guide for the NGO Digital Library	538	100	14.08.00	22.01.01
14	ПРОБЛЕМЫ И МЕТОДЫ ОРГАНИЗАЦИИ РАБОТ ПО ВНЕШНЕМУ БЛАГОУСТРОЙСТВУ И ДОРОЖНОМУ КОМПЛЕКСУ	518	53	31.03.00	22.01.01
15	Что такое маркетинг ?	508	30	01.09.99	22.01.01
16	МЕТОДОЛОГИЧЕСКИЕ ПРОБЛЕМЫ ПЕРВОГО ЭТАПА ПОСЛЕДИПЛОМНОГО ОБУЧЕНИЯ (подготовка врачей-интернов)	503	41	24.01.00	21.01.01
17	Каталог печатных материалов в читальном зале ЦПНКО	498	60	18.05.00	22.01.01
18	Как использовать международную правозащитную систему для охраны прав женщин	481	36	17.12.99	22.01.01
19	Внешняя помощь для некоммерческих организаций	467	27	25.08.99	22.01.01
20	ПРАВОВОЙ СТАТУС ОБЩЕСТВЕННЫХ ОБЪЕДИНЕНИЙ	448	38	31.01.00	21.01.01
21	ОСНОВЫ РЫНОЧНОЙ ЭКОНОМИКИ часть 1	441	36	22.01.00	21.01.01
22	ОСНОВЫ РЫНОЧНОЙ ЭКОНОМИКИ часть 2	434	36	22.01.00	21.01.01
23	НГО, общественность, бизнес и власть	429	26	09.09.99	22.01.01
24	СОЦИАЛЬНОЕ ВЗАИМОДЕЙСТВИЕ: ПАРТНЕРСТВО и СОЦЗАКАЗ	419	38	25.02.00	17.01.01
25	ОСНОВЫ ПАРТНЕРСТВА НПО С ГОСУДАРСТВЕННЫМ СЕКТОРОМ	415	38	25.02.00	16.01.01
26	Органы местного самоуправления и негосударственные некоммерческие организации	359	21	21.08.99	22.01.01
27	Аннотации социальных проектов НКО г. Ставрополя	345	21	21.09.99	22.01.01

28	Количество запросов ресурсов в Электронной библиотеке НКО	337	45	13.06.00	18.01.01
29	ВЗАИМОДЕЙСТВИЕ ОБЩЕСТВЕННЫХ ОРГАНИЗАЦИЙ И СМИ	336	31	02.03.00	15.01.01
30	МЕНЕДЖМЕНТ В ЗДРАВООХРАНЕНИИ	324	20	21.09.99	22.01.01
31	Справочник	316	19	09.09.99	19.01.01
32	ОСНОВНЫЕ НАПРАВЛЕНИЯ РАЗВИТИЯ МЕДИЦИНСКОГО СТРАХОВАНИЯ В УСЛОВИЯХ РЕФОРМИРОВАНИЯ ЗДРАВООХРАНЕНИЯ ДАЛЬНЕГО ВОСТОКА РОССИИ	314	19	21.09.99	22.01.01
33	МОНИТОРИНГ И АНАЛИЗ СИТУАЦИИ В РЕГИОНЕ	313	29	29.02.00	20.01.01
34	ВВЕДЕНИЕ В БИЗНЕС - ПЛАНИРОВАНИЕ	313	26	21.01.00	21.01.01
35	PR ДЛЯ ГРАЖДАНСКОГО СЕКТОРА	306	28	02.03.00	19.01.01
36	ПСИХОЛОГИЧЕСКИЕ ОСНОВЫ ЭФФЕКТИВНЫХ КОНТАКТОВ	305	28	02.03.00	10.01.01
37	Заявка на грант: точка зрения эксперта на оценку	299	17	25.08.99	19.01.01
38	Социальная конструкция гендера и гендерная система в России	292	18	30.09.99	21.01.01
39	ПАРТНЕРСТВО НПО С ДРУГИМИ ОБЩЕСТВЕННЫМИ ОРГАНИЗАЦИЯМИ	289	27	01.03.00	18.01.01
40	ФИНАНСОВЫЙ УЧЕТ	287	17	16.09.99	17.01.01
41	Managing Small Library Collections	278	30	22.04.00	21.01.01
42	Социальное партнерство и социальный маркетинг	274	16	27.08.99	21.01.01
43	БЛАГОТВОРИТЕЛЬНЫЙ СЕЗОН - 99	268	27	29.03.00	21.01.01
44	"ОБЩЕСТВЕННОЕ БЛАГО" И ОБЩЕСТВЕННЫЕ ОТНОШЕНИЯ	268	26	18.03.00	19.01.01
45	Главная информация о некоммерческом секторе	263	46	02.08.00	21.01.01
46	ПРИБЫЛЬНАЯ БЛАГОТВОРИТЕЛЬНОСТЬ: драма для коммерческих предприятий в шести действиях	248	27	21.04.00	21.01.01
47	Равные возможности и гендерные стереотипы на рынке труда	247	14	27.08.99	21.01.01
48	ЛЮДИ ПОМОГАЮТ ЛЮДЯМ	234	15	03.10.99	21.01.01
49	Аннотации социальных проектов НКО г.Сочи	232	14	21.09.99	16.01.01
50	Человеческие ресурсы	225	13	18.08.99	18.01.01
51	РЫНОЧНЫЙ ПОДХОД К ДЕМОКРАТИЧЕСКОМУ РАЗВИТИЮ: ВЗАИМОСВЯЗЬ	221	13	15.09.99	21.01.01
52	МАРКЕТИНГ	220	21	15.03.00	21.01.01
53	Социальный маркетинг	217	13	03.09.99	21.01.01
54	Пошаговая инструкция по публикации ресурсов в Электронной библиотеке НКО	208	32	13.07.00	20.01.01
55	Государство и негосударственные некоммерческие организации	203	12	13.08.99	19.01.01
56	Качественные и количественные методы исследования в социальной работе	202	12	28.08.99	22.01.01
57	Ярмарка некоммерческих организаций "ЗА ОБЩЕСТВО ДЛЯ ЛЮДЕЙ ВСЕХ ВОЗРАСТОВ"	191	18	18.03.00	19.01.01
58	Стихия власти на рубежах тысячелетий	187	27	29.06.00	20.01.01
59	Бизнес для тебя и твоей семьи	187	11	13.08.99	19.01.01
60	Пример составного ресурса	182	17	03.03.00	18.01.01
61	Что такое маркетинг ?	182	10	15.08.99	20.01.01
62	Менеджмент НКО	181	11	01.09.99	18.01.01
63	Обучение и практика социальной работы в Соединенных Штатах Америки	180	11	15.09.99	19.01.01

64	Система образования и устойчивое развитие	179	10	13.08.99	21.01.01
65	ВВЕДЕНИЕ НОВЫХ ЧЛЕНОВ СОВЕТА ДИРЕКТОРОВ В КУРС ДЕЛ	176	11	05.10.99	21.01.01
66	Основы менеджмента в социально-культурной сфере	176	10	02.09.99	18.01.01
67	"Женское измерение" вынужденной миграции...	175	11	13.09.99	17.01.01
68	Как и где найти деньги...	173	11	19.09.99	17.01.01
69	International Centre for Distance Learning (ICDL)	170	82	21.11.00	19.01.01
70	Национальная конференция некоммерческих организаций России	170	22	02.06.00	15.01.01
71	Инициативы женщин байкальского региона	168	11	30.09.99	22.01.01
72	Гражданская информационная инициатива	166	12	18.11.99	18.01.01
73	Декларация прав человека (права ребенка)	165	10	13.09.99	18.01.01
74	Женская информационная сеть	163	11	18.11.99	18.01.01
75	Коммерческие организации как клиент НКО	162	10	01.09.99	19.01.01
76	Понятие "Некоммерческие организации"	162	9	25.08.99	21.01.01
77	Инициативы (методы и рекомендации)	155	10	03.10.99	18.01.01
78	Механизмы взаимодействия некоммерческих организаций, государства и бизнес-сектора в регионах России: состояние, проблемы и перспективы	151	30	25.08.00	18.01.01
79	Молодые журналисты Алтая	149	10	17.11.99	18.01.01
80	Школа выживания: стратегическое планирование	149	9	18.08.99	18.01.01
81	Центр Поддержки Некоммерческих Организаций	149	10	23.10.99	19.01.01
82	Коммуникационные кампании	148	9	03.09.99	14.01.01
83	РАСШИРЕННЫЙ ПРЕДНОВОГОДНИЙ СОВЕТ И БАЛ ОБЩЕСТВЕННЫХ ОБЪЕДИНЕНИЙ	146	15	29.03.00	15.01.01
84	ПРАВА ЧЕЛОВЕКА И ВЫБОРЫ	141	9	01.10.99	21.01.01
85	NGOSS - terms of use	138	12	31.01.00	20.01.01
86	Устойчивость Третьего Сектора в России	138	8	01.09.99	09.01.01
87	Организационные мероприятия для осуществления социальных перемен	137	8	03.09.99	16.01.01
88	Клонирование времени	136	8	03.08.99	20.01.01
89	Главная информация о некоммерческом секторе	134	20	04.07.00	21.01.01
90	Библиотека Интернет-ресурсов неправительственных организаций	134	11	31.01.00	19.01.01
91	СТАНДАРТНЫЕ ПРАВИЛА	134	8	01.10.99	21.01.01
92	«НАСТОЛЬНАЯ КНИГА ЛИДЕРА НГО» ОПУБЛИКОВАНА В ИНТЕРНЕТЕ	133	26	22.08.00	15.01.01
93	Агенство Социальной Информации	132	11	27.01.00	18.01.01
94	Ярмарка НКОг. Ставрополя	132	8	02.09.99	17.01.01
95	ПАЛАТА ЖЕНСКОЙ ОБЩЕСТВЕННОСТИ г. ТАГАНРОГА	131	13	29.03.00	05.01.01
96	Success Story - Anti-Drug Rally	130	12	13.03.00	03.01.01
97	Планирование инвестиций. Учебное пособие	129	10	05.01.00	19.01.01
98	Обучение основам малого бизнеса	129	8	13.09.99	19.01.01
99	КАК ПРОСИТЬ ДЕНЬГИ	126	14	24.04.00	20.01.01
100	РЕГИОНАЛЬНАЯ ОБЩЕСТВЕННАЯ ОРГАНИЗАЦИЯ ИНВАЛИДОВ "ЦЕНТР ПО ПРАВАМ ЧЕЛОВЕКА"	126	13	29.03.00	12.01.01
101	Развитие вашей НКО: стратегия и тактика	126	7	03.09.99	22.01.01
102	Оценка организационного развития НКО	123	7	02.09.99	13.01.01
103	План семинара-тренинга "Привлечение ресурсов для некоммерческих организаций"	121	9	17.12.99	21.01.01

104	Коллективная биография современных российских феминисток	121	7	17.08.99	18.01.01
105	Межрегиональный Общественный Фонд "Сибирский Центр Поддержки Общественных Инициатив"	120	11	23.02.00	19.01.01
106	БУХУЧЕТ И НАЛОГООБЛОЖЕНИЕ НКО: ВОПРОСЫ И ОТВЕТЫ	118	20	26.07.00	20.01.01
107	Бухучет НКО	117	15	30.05.00	17.01.01
108	Финансовое управление	115	7	16.08.99	19.01.01
109	ЛЕКЦИИ ПО ПРОЦЕДУРАМ ЗАКЛЮЧЕНИЯ КОТРАКТОВ ПРИ ТОРГОВЛЕ ЗЕРНОМ	113	7	21.09.99	11.01.01
110	В Электронной библиотеке НКО начал работать раздел "События"	109	11	20.03.00	31.12.00
111	Управление женским НПО	109	6	03.09.99	19.01.01
112	Intro to Our Staff	107	9	16.02.00	31.12.00
113	Как найти работу инвалиду	107	6	27.08.99	04.01.01
114	"Проект Гармония"	105	9	23.02.00	19.01.01
115	ВЫШЕЛ СПРАВОЧНИК "ГДЕ И КАК ПОЛУЧИТЬ МАТЕРИАЛЬНУЮ ПОДДЕРЖКУ ОТ ЕДИНОМЫШЛЕННИКОВ?"	101	41	09.11.00	22.01.01
116	Волков Юрий Ольгердович	99	7	27.10.99	18.01.01
117	Партнерство и взаимодействие с коммерческим сектором	99	6	17.09.99	09.01.01
118	Видеотренинг как средство развития коммуникативных качеств социального педагога	98	6	02.09.99	19.01.01
119	ЮРИДИЧЕСКИЕ АСПЕКТЫ ДЕЯТЕЛЬНОСТИ НКО: ВОПРОСЫ И ОТВЕТЫ	96	16	26.07.00	18.01.01
120	ПРОГРАММЫ ГРАНТОВ РОССИЙСКОГО ПРЕДСТАВИТЕЛЬСТВА САФ-РОССИЯ	96	13	09.06.00	19.01.01
121	Success Story - Novorossiisk Games 99	96	9	10.03.00	18.01.01
122	Московский Центр Карнеги	96	7	03.12.99	18.01.01
123	Информация о третьем секторе	93	14	05.07.00	15.01.01
124	МЕЖДУНАРОДНЫЙ МЕНЕДЖМЕНТ. Учебное пособие.	92	7	24.12.99	21.01.01
125	Технология проведения избирательной кампании	92	7	07.12.99	20.01.01
126	ОБЪЕДИНЕНИЯ ПРЕДПРИНИМАТЕЛЕЙ И ЭКОНОМИЧЕСКАЯ РЕФОРМА	90	5	15.09.99	16.01.01
127	О деятельности НКО в г. Москве	90	5	12.08.99	18.01.01
128	The Information and Content Exchange (ICE) Protocol	90	5	26.07.99	10.01.01
129	МЕЖДУНАРОДНЫЙ МАРКЕТИНГ. Учебное пособие	89	7	04.01.00	21.01.01
130	The Virtual Foundation	88	8	23.02.00	20.01.01
131	ПЕРВИЧНАЯ ПРОФИЛАКТИКА НАРКО-АЛКОГОЛЬНОЙ ЗАВИСИМОСТИ: Концепция программы организации развития подросткового добровольческого движения	87	11	07.06.00	20.01.01
132	Менеджмент (Учебно- методическое пособие.)	87	7	06.01.00	18.01.01
133	МЕТОДЫ СОЦИАЛЬНОЙ РАБОТЫ	87	5	05.10.99	21.01.01
134	Женщины в благотворительных организациях Петербурга: мотивация участия	87	5	28.08.99	21.01.01
135	Социальная работа по месту жительства: Норильский вариант	86	5	13.09.99	21.01.01
136	Общественное Российское Телевидение	86	7	16.01.00	19.01.01
137	СОЦИАЛЬНО-ЭКОЛОГИЧЕСКИЙ СОЮЗ(СоЭС)	85	8	23.02.00	18.01.01

138	КАМПАНИЯ ПО ПРОДВИЖЕНИЮ ОБЩЕСТВЕННЫХ ИНТЕРЕСОВ. Развернутая программа семинара для общественных организаций	82	6	16.12.99	16.01.01
139	Менеджмент общественных объединений	81	12	06.07.00	22.01.01
140	РЕГИОНАЛЬНАЯ РАБОЧАЯ ВСТРЕЧА ПО ФАНДРАЙЗИНГУ	81	9	26.04.00	31.12.00
141	The Network of East-West Women	81	7	23.02.00	20.01.01
142	ПРАВОВЫЕ АСПЕКТЫ ДЕЯТЕЛЬНОСТИ НКО ЮГА РОССИИ: АНАЛИЗ ПРАКТИКИ И РЕКОМЕНДАЦИИ	81	6	20.11.99	19.01.01
143	Материал семинара	81	5	03.09.99	17.01.01
144	Участие женщин в диссидентском движении	81	5	16.08.99	21.01.01
145	Среда, в которой действуют НКО	81	5	23.09.99	09.01.01
146	Совет по международным исследованиям и научным обменам (IREX)	80	7	23.02.00	20.01.01
147	Молодые журналисты Алтая	80	6	16.01.00	18.01.01
148	UK Fundraising	79	9	22.04.00	21.01.01
149	Американский Консультационный Центр по вопросам образования в США	79	7	23.02.00	18.01.01
150	Общественный совет и общественные объединения: опыт работы и перспективы развития.	78	12	12.07.00	31.12.00
151	Сеть российских юристов-экологов	78	7	23.02.00	18.01.01
152	Региональный Общественный Центр Интернет Технологий	78	7	23.02.00	19.01.01
153	Клуб бухгалтеров и аудиторов некоммерческих организаций	78	6	24.11.99	18.01.01
154	Гражданские инициативы и будущее России	77	14	09.08.00	16.01.01
155	ISAR: Initiative for Social Action and Renewal in Eurasia	77	7	23.02.00	20.01.01
156	Общественное движение "Мемориал"	77	7	23.02.00	18.01.01
157	СПИД инфосвязь	77	5	27.10.99	21.01.01
158	Благотворительная акция «Белые цветы - 2000»	76	12	20.07.00	19.01.01
159	Институт "Открытое Общество"/Россия	76	6	27.01.00	18.01.01
160	Руководство малым бизнесом и предпринимательство	76	6	29.12.99	09.01.01
161	Пособие по регистрации НКО	76	5	25.10.99	21.01.01
162	Фонд Джорджа Сороса/Институт Открытого Общества	75	6	27.01.00	18.01.01
163	Проект "Школа НКО"	74	11	30.06.00	05.01.01
164	Success Story - Edelweiss Children's Program	74	7	10.03.00	18.01.01
165	"Акции по сбору частных пожертвований: успешные модели и опыт"	73	12	21.07.00	04.01.01
166	СТАРТОВЫЙ ФОНД ПРОГРАММЫ РОССИЙСКО-БРИТАНСКИХ ПАРТНЕРСТВ В НЕКОММЕРЧЕСКОМ СЕКТОРЕ	72	11	02.07.00	04.01.01
167	Программы микрогрантов в четырех регионах России	72	7	15.03.00	20.01.01
168	Новая книга по бухгалтерскому учёту и налогообложению в негосударственных некоммерческих организациях	71	17	21.09.00	18.01.01
169	Американский международный альянс организаций здравоохранения	71	6	26.02.00	18.01.01
170	Информационный центр по проблеме 2000 года	71	5	25.10.99	18.01.01
171	Революция совета директоров	71	4	23.09.99	17.01.01

172	ВЫШЛА КНИГА ДЛЯ НКО «КАК ВЫПОЛНИТЬ СОЦИАЛЬНЫЙ ЗАКАЗ?»	70	14	22.08.00	21.01.01
173	ОСОБЕННОСТИ НАЛОГООБЛОЖЕНИЯ МАЛЫХ ПРЕДПРИЯТИЙ	70	7	20.03.00	20.01.01
174	ПРОГРАММА УКРЕПЛЕНИЯ И РАЗВИТИЯ РОССИЙСКИХ НКО- пресс-релиз	69	15	08.09.00	08.01.01
175	Курс: «Финансы, денежное обращение и кредит»	69	6	16.01.00	21.01.01
176	Success Story - Stakeholders Conference	68	7	13.04.00	20.01.01
177	ПОИСК ПОТЕНЦИАЛЬНЫХ ДОНОРОВ: ОРУДИЕ ПРОФЕССИОНАЛИЗМА В ФАНДРЕЙЗИНГЕ	68	4	05.10.99	21.01.01
178	МЕЖДУНАРОДНЫЙ МАРКЕТИНГ	67	5	24.12.99	15.01.01
179	Метаданные для чайников	67	4	11.10.99	11.01.01
180	Web Server Statistics for ngo.org.ru	66	14	01.09.00	18.01.01
181	80 новгородских некоммерческих организаций – сами о себе	66	10	06.07.00	31.12.00
182	American International Health Alliance	66	5	15.01.00	18.01.01
183	СОЦИАЛЬНОЕ ПАРТНЕРСТВО	66	4	06.10.99	21.01.01
184	Конференция "Оценка и мониторинг как инструмент повышения инвестиционной привлекательности социальных проектов".	65	9	17.06.00	17.01.01
185	УПРАВЛЕНЧЕСКИЙ УЧЕТ (Пособие для преподавателей)	65	5	16.01.00	17.01.01
186	Инвалиды и общественные объединения инвалидов. Льготы по налогам.	65	5	23.12.99	31.12.00
187	СОЦИАЛЬНЫЕ ПРОГРАММЫ РОССИИ: КРАТКИЙ АНАЛИЗ И НЕКОТОРЫЕ ВЫВОДЫ	65	4	23.08.99	19.01.01
188	Накладываем партнерство	64	8	29.05.00	10.01.01
189	ИСКУСНЫЙ ПРОСИТЕЛЬ	64	4	05.10.99	21.01.01
190	Success Story - Week of Good Deeds	63	9	25.06.00	20.01.01
191	Аннотированные ссылки по истории	63	6	27.03.00	31.12.00
192	ПОИСК ПОТЕНЦИАЛЬНЫХ ПАРТНЕРОВ С ПОМОЩЬЮ НОВЫХ ИНСТРУМЕНТОВ	63	4	05.10.99	21.01.01
193	ОЦЕНКА РИСКА ЗДОРОВЬЮ	62	7	20.04.00	17.01.01
194	Agency of Social Information	62	5	16.01.00	18.01.01
195	Success Story - Sudarynia Women's Organization	61	9	25.06.00	18.01.01
196	История Успеха - Машенка	61	9	25.06.00	20.01.01
197	shurik test	61	3	27.07.99	31.12.00
198	XML activity	61	3	27.07.99	16.01.01
199	ПРОДОЛЖАЕТСЯ ПРИЕМ ЗАЯВОК НА КОНКУРС "ЛЮДИ ДЛЯ ЛЮДЕЙ"	60	16	29.09.00	31.12.00
200	Справочник "Негосударственные организации культуры Санкт-Петербурга"	60	6	29.03.00	31.12.00
201	ОБУЧЕНИЕ ДОБРОВОЛЬЦЕВ ИСКУССТВУ ПРОСИТЬ ПОЖЕРТВОВАНИЯ	60	4	05.10.99	21.01.01
202	АЙРЕКС объявляет о начале открытого конкурса в поддержку развития электронных ресурсов	59	22	01.11.00	21.01.01
203	Словарь-справочник для родителей, имеющих детей с ограниченными возможностями	59	6	20.03.00	13.01.01
204	ТРЕТЬЕ ИНФОРМАЦИОННОЕ ПИСЬМО по конференции «Социальное партнерство. Российский опыт. Год 2000».	57	11	25.08.00	31.12.00
205	ФОНД ЗАЩИТЫ ГЛАСНОСТИ	57	6	28.03.00	31.12.00
206	Институт развития информационного общества	57	6	28.03.00	31.12.00
207	КАК ОЗДОРОВИТЬ МЕСТНУЮ ЭКОНОМИКУ	57	5	15.03.00	12.01.01
208	Радуга планирования	57	3	31.08.99	31.12.00

209	Общественное движение "Женщины XXI века"	56	7	17.05.00	31.12.00
210	Адвокация: важные принципы	56	3	03.09.99	13.01.01
211	Права инвалидов в сфере труда и социального обеспечения (сборник трудовых норм и комментариев)	55	9	23.07.00	10.01.01
212	РУССКИЕ ДОКУМЕНТЫ: компьютерная библиотека	55	7	23.05.00	22.01.01
213	Татарстанский Центр экономических и политических исследований	55	5	31.01.00	18.01.01
214	Справочно-информационный бюллетень "Охранная Грамота" (выпуск № 6)	54	9	20.07.00	17.01.01
215	Ссылки на законодательство Российской Федерации	54	3	20.08.99	11.01.01
216	История Успеха - НКО Ярмарка	53	7	19.06.00	19.01.01
217	СОЦИОЛОГИЧЕСКОЕ ИССЛЕДОВАНИЕ: "Характеристика некоммерческого сектора г.Тольятти"	53	7	07.06.00	17.01.01
218	ПОПЕЧИТЕЛИ И ФАНДРЕЙЗИНГ: ПЕРЕД ЛИЦОМ СУРОВОЙ ПРАВДЫ	53	3	05.10.99	22.01.01
219	КОНКУРС "ВМЕСТЕ!" ДЛЯ РЕГИОНАЛЬНЫХ ЖУРНАЛИСТОВ, ПИШУЩИХ НА ТЕМЫ БЕЖЕНЦЕВ И ВЫНУЖДЕННЫХ ПЕРЕСЕЛЕНЦЕВ	52	8	20.07.00	16.01.01
220	Конференция «Перспективы сотрудничества между некоммерческими организациями и бизнес сектором»	52	6	25.04.00	18.01.01
221	МЕЖДУНАРОДНЫЙ БИЗНЕС. Программа курса.	52	4	24.12.99	15.01.01
222	Фонд "Стратегия"	52	4	28.01.00	18.01.01
223	Internews-Russia (English version)	52	4	15.01.00	18.01.01
224	Конкурс на получение стипендий по программе "Молодые Лидеры"	51	13	27.09.00	16.01.01
225	Здоровье - это понятие о жизни	51	8	11.07.00	04.01.01
226	Некоммерческие организации Татарстана. Справочник.	51	8	03.07.00	02.01.01
227	ПЕРВОЕ ИНФОРМАЦИОННОЕ ПИСЬМО по конференции «Социальное партнерство. Российский опыт. Год 2000».	51	7	01.07.00	31.12.00
228	Пособие по независимому образу жизни для инвалидов	51	5	12.03.00	10.01.01
229	Принципы руководства ассоциациями. Справочник профессионала	51	4	22.12.99	31.12.00
230	ДОБРОВОЛЬЦЫ. КАК ИХ НАЙТИ ? КАК ИХ УДЕРЖАТЬ?	51	4	14.12.99	31.12.00
231	ПРОДОЛЖАЕТСЯ ОСУЩЕСТВЛЕНИЕ ПРОЕКТА "ШКОЛА НКО"	50	13	29.09.00	31.12.00
232	Методическое пособие для волонтеров ХОСПИСА	50	8	12.07.00	21.01.01
233	СЛЁТ ДОБРОВОЛЬЦЕВ	50	5	10.04.00	18.01.01
234	СОЦИАЛЬНАЯ РАБОТА С ДЕТЬМИ БЕЖЕНЦЕВ	50	3	05.10.99	20.01.01
235	ВСЕРОССИЙСКИЙ КОНКУРС ПРОЕКТОВ "СОЦИАЛЬНОЕ ПАРТНЕРСТВО: НОВЫЕ РЕШЕНИЯ"	49	9	10.08.00	07.01.01
236	Введение в право. Часть1	49	8	11.07.00	31.12.00
237	КОНФЕРЕНЦИЯ "ПЕРСПЕКТИВЫ СОТРУДНИЧЕСТВА МЕЖДУ НЕКОММЕРЧЕСКИМИ ОРГАНИЗАЦИЯМИ И БИЗНЕС-СЕКТОРОМ"	49	7	09.06.00	21.01.01
238	ГРАНТОВАЯ ПРОГРАММА "НОВЫЙ ДЕНЬ"	49	6	09.06.00	20.01.01
239	"Интервью - Россия"	49	4	26.02.00	18.01.01
240	Пособие по независимому образу жизни для инвалидов (часть 1)	48	6	02.06.00	10.01.01

241	СЛЕТ ДОБРОВОЛЬЦЕВ РОССИИ II	48	5	11.04.00	20.01.01
242	БеМи	48	5	18.03.00	31.12.00
243	Бухгалтерский учет и налогообложение в сельскохозяйственных предприятиях	48	4	11.01.00	17.01.01
244	Некоммерческий Центр общественных связей "Гражданин" - PRCC	47	17	01.11.00	17.01.01
245	Экологически опасные факторы (часть 1)	47	11	18.09.00	17.01.01
246	Призывник	47	7	17.07.00	31.12.00
247	История Успеха - Поезия - Ее Жизнь	47	7	25.06.00	20.01.01
248	КОНФЕРЕНЦИЯ В ЧИТЕ	47	5	10.04.00	18.01.01
249	Ресурсные Центры России	47	4	18.02.00	31.12.00
250	МЕТОДЫ КОРРЕКЦИИ СОЦИАЛЬНОГО ПОВЕДЕНИЯ ПОДРОСТКОВ	47	3	05.10.99	16.01.01
251	Добровольная помощь населению	46	23	22.11.00	22.01.01
252	В ОКТЯБРЕ НАЧНЕТ РАБОТАТЬ НОВАЯ ПРОГРАММА УКРЕПЛЕНИЯ И РАЗВИТИЯ РОССИЙСКИХ НКО	46	12	29.09.00	14.01.01
253	Автоматизация бухгалтерского учета в некоммерческих предприятиях	46	10	05.09.00	21.01.01
254	КОНКУРС МАЛЫХ ГРАНТОВ В РАМКАХ ПРОГРАММЫ "ДОБРОВОЛЬНАЯ ПОМОЩЬ НАСЕЛЕНИЮ"	46	6	16.06.00	04.01.01
255	СЛЕТ ДОБРОВОЛЬЦЕВ РОССИИ	46	5	10.04.00	18.01.01
256	Лекции по свиноводству	46	4	29.01.00	21.01.01
257	The Charles Stewart Mott Foundation	46	3	24.12.99	18.01.01
258	О выборах депутатов Госдумы федерального собрания Российской Федерации	46	3	24.09.99	04.01.01
259	АВТОМАТИЗАЦИЯ БУХУЧЕТА В НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЯХ	45	19	13.11.00	21.01.01
260	Финансовая отчетность по стандартам US GAAP для некоммерческих организаций с использованием программ 1С и Инотек	45	16	30.10.00	21.01.01
261	Международный Женский Форум «Женщины за Выживание Планеты»	45	5	11.04.00	18.01.01
262	Коалиции общественных объединений: теория и практика	45	3	24.12.99	22.01.01
263	Программа поддержки некоммерческого сектора (ППНС)	44	8	02.08.00	31.12.00
264	The Information Society Activity Centre	44	5	09.04.00	31.12.00
265	Human Rights Online	44	4	26.01.00	19.01.01
266	ЮЖНЫЙ РЕГИОНАЛЬНЫЙ РЕСУРСНЫЙ ЦЕНТР ВЫПУСТИЛ ДВЕ НОВЫЕ БРОШЮРЫ О ДЛЯ НКО	43	11	29.09.00	09.01.01
267	ПРИНИМАЮТСЯ ЗАЯВКИ НА УЧАСТИЕ В ТРЕНИНГЕ	43	11	29.09.00	31.12.00
268	Справочно-информационный бюллетень "Охранная Грамота" (выпуск №5)	43	7	17.07.00	31.12.00
269	Молодежный Информационный Центр	43	6	02.07.00	18.01.01
270	European Survey of Information Society	43	4	09.04.00	31.12.00
271	Добровольная Ассоциация Некоммерческих Организаций	43	3	02.12.99	18.01.01
272	ААППД ВЫПУСКАЕТ ЗАЯВЛЕНИЕ О ПРИНЦИПАХ ЭТИКИ	43	3	05.10.99	21.01.01
273	ROOF - Образовательный Центр для детей-сирот	42	20	21.11.00	18.01.01
274	Ассоциация Десница	42	7	01.08.00	22.01.01
275	Введение в право. Часть 2	42	6	11.07.00	31.12.00
276	Library Fundraising on the Web	42	5	22.04.00	19.01.01

277	Каталог Российских Веб-Серверов	42	3	10.01.00	31.12.00
278	Программа и методические рекомендации по курсу "Компьютерные средства повышения производительности интеллектуального труда"	42	3	04.01.00	04.01.01
279	Российская государственная библиотека	42	2	29.07.99	13.01.01
280	Женщины в Бизнесе	41	6	11.07.00	21.01.01
281	ОТКРЫТЫЙ КОНКУРС «НОВЫЕ ИНИЦИАТИВЫ»	41	6	06.07.00	31.12.00
282	United Nations Manual on the Prevention and Control of Computer-related Crime	41	6	25.06.00	13.01.01
283	European Meeting of Urban Grassroot Organisations in Berlin, 3 - 6 July 2000	41	5	08.06.00	06.01.01
284	Пособие по независимому образу жизни для инвалидов (часть 2)	41	5	02.06.00	10.01.01
285	Negotiation Skills Training	41	5	22.05.00	02.01.01
286	Общественные объединения Дальнего Востока - Сахалинская область	41	5	20.05.00	31.12.00
287	A Directory of Fundraising Products and Services	41	4	20.04.00	22.01.01
288	ПРОЕКТ "ИНФОРМАЦИОННАЯ ПРАВООЩИТНАЯ СЕТЬ" КАМПАНИЯ ПО ПРОДВИЖЕНИЮ ОБЩЕСТВЕННЫХ ИНТЕРЕСОВ	41	3	16.12.99	31.12.00
289	Carnegie Moscow Center	41	3	16.01.00	18.01.01
290	ГОРОДОК ВИЛЛЕТ - НОВЫЙ КУЛЬТУРНО - ДОСУГОВЫЙ ЦЕНТР МОЛОДЕЖИ	41	3	05.10.99	21.01.01
291	ОРГАНИЗАЦИЯ РАБОТЫ ИНФОРМАЦИОННЫХ И КОНСУЛЬТАТИВНЫХ МОЛОДЕЖНЫХ СЛУЖБ В ЕВРОПЕ	41	3	05.10.99	21.01.01
292	Сайт-справочник для начинающих Юзеров	40	11	06.10.00	21.01.01
293	Информация для родителей, имеющих детей с синдромом Дауна	40	8	25.08.00	20.01.01
294	КАТАЛОГ ЛИТЕРАТУРЫ, ИМЕЮЩИЙСЯ В ИСАР	40	4	24.04.00	31.12.00
295	Introduction to Success Stories	40	4	16.02.00	31.12.00
296	МЕТОДИКА ПРЕДУПРЕЖДЕНИЯ МЕЖЛИЧНОСТНЫХ КОНФЛИКТОВ	39	16	08.11.00	21.01.01
297	ОТКРЫТЫЙ КОНКУРС ПО ПРОГРАММЕ "АКТУАЛЬНЫЕ ВОПРОСЫ СОВРЕМЕННОСТИ"	39	10	29.09.00	31.12.00
298	2001 EDMUND S. MUSKIE/FREEDOM SUPPORT ACT GRADUATE FELLOWSHIP PROGRAM (application form)	39	9	15.09.00	18.01.01
299	Общественные объединения Дальнего Востока - Еврейская автономн...	39	5	20.05.00	31.12.00
300	Центр взаимодействия общественных и государственных структур "Социальное партнерство"	39	3	28.01.00	31.12.00
301	Система автоматического добавления ресурса в поисковые системы и каталоги	39	3	11.01.00	07.01.01
302	Алтайский край: природа и человек.	39	3	26.10.99	08.01.01
303	Жить инвалидом, но не быть им (часть 4)	38	17	17.11.00	21.01.01
304	ЦЕНТР МЕЖСЕКТОРНОГО ВЗАИМОДЕЙСТВИЯ ПРИГЛАШАЕТ К СОТРУДНИЧЕСТВУ	38	10	29.09.00	15.01.01
305	Немецкая служба академических обменов (DAAD)	38	9	20.09.00	16.01.01
306	A Young Weaver	38	4	13.03.00	22.01.01
307	Законодательство в бизнесе	38	3	05.01.00	31.12.00
308	THE STRUCTURE OF THE FEDERAL EXECUTIVE BRANCH OF THE RUSSIAN FEDERATION	38	2	21.10.99	20.01.01
309	СОЦИАЛЬНЫЕ СЛУЖБЫ АРМИИ СПАСЕНИЯ	38	2	05.10.99	21.01.01

310	11-14 ОКТЯБРЯ. ПРЯМАЯ ТРАНСЛЯЦИЯ НАЦИОНАЛЬНОЙ КОНФЕРЕНЦИИ НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ РОССИИ	37	11	10.10.00	20.01.01
311	ГРАНДИОЗНЫЙ ПРОЕКТ "ЮРИДИЧЕСКОЙ КЛИНИКИ ДЛЯ НКО" НАШЕЛ ПОДДЕРЖКУ ЗА РУБЕЖОМ	37	9	18.09.00	31.12.00
312	Интерактивная система "Грант-экспресс"	37	8	12.09.00	17.01.01
313	Канадский Фонд по правам человека	37	4	30.04.00	18.01.01
314	Студенческая библиотека "под ветвями Агавы"	37	3	12.01.00	22.01.01
315	Лекции по птицеводству Пола Миллера .	37	3	22.12.99	21.01.01
316	СПЕЦИФИКА ПОДГОТОВКИ СОЦИАЛЬНЫХ РАБОТНИКОВ В ШВЕЙЦАРИИ	37	2	05.10.99	21.01.01
317	СОЦИАЛЬНО-ПЕДАГОГИЧЕСКАЯ МОДЕЛЬ КОРРЕКЦИОННО-ВОСПИТАТЕЛЬНОЙ ДЕЯТЕЛЬНОСТИ	37	2	05.10.99	17.01.01
318	Клуб "Виртуальные тинейджеры"	36	9	29.09.00	21.01.01
319	КОНКУРС ПРОЕКТОВ "СОЗДАНИЕ ВОЗМОЖНОСТЕЙ ДЛЯ УЧАСТИЯ МОЛОДЕЖИ В РЕШЕНИИ СОЦИАЛЬНО-ЗНАЧИМЫХ ПРОБЛЕМ РОССИЙСКОГО ОБЩЕСТВА"	36	9	29.09.00	31.12.00
320	Дистанционное образование в России и мире (подборка ссылок)	36	5	20.06.00	20.01.01
321	ЭТЮДЫ АБИЛИТАЦИОННОЙ ПЕДАГОГИКИ: из опыта работы "Школы Бороздина"	36	5	26.05.00	31.12.00
322	СИЛА СЕТЕЙ ВЗАИМОДЕЙСТВИЯ	36	4	16.05.00	15.01.01
323	История Успеха - Анти Наркомания	36	4	12.04.00	03.07.00
324	The Result Is Above All	36	3	13.03.00	20.01.01
325	каталог некоммерческих организаций	35	15	15.11.00	19.12.00
326	ВПЕРВЫЕ В БЫВШЕМ СССР СОЗДАНА МЕЖДУНАРОДНАЯ СЕТЬ СПЕЦИАЛИСТОВ В ОБЛАСТИ ОЦЕНКИ ПРОЕКТОВ И ПРОГРАММ	35	7	16.08.00	16.01.01
327	Success Story - Poetry is Her Life	35	5	25.06.00	20.01.01
328	Словарь Русской и Славянской мифологии	35	4	12.05.00	16.01.01
329	Московский офис ИСАР	35	4	20.04.00	31.12.00
330	Centre for Russian and East European Studies	35	4	13.04.00	20.01.01
331	Лекции по бизнесу	35	3	23.12.99	20.01.01
332	РУКОВОДСТВО ПО СБОРУ ФАКТОВ И ДОКУМЕНТИРОВАНИИ НАРУШЕНИЙ ПРАВ ЧЕЛОВЕКА	35	3	22.12.99	31.12.00
333	Объявления Института "Открытое Общество"	35	3	03.12.99	18.01.01
334	Конференция Программы Поддержки НКО на тему "Влияние деятельности некоммерческих организаций на развитие гражданского общества" (повестка дня)	34	29	18.12.00	21.01.01
335	Программа информационной поддержки некоммерческих организаций (РОСНКОИНФО)	34	11	18.10.00	04.01.01
336	КОНКУРС В РАМКАХ ЯРМАРКИ СОЦИАЛЬНО ЗНАЧИМЫХ ПРОЕКТОВ ПРИВОЛЖСКОГО ФЕДЕРАЛЬНОГО ОКРУГА	34	10	12.10.00	21.01.01
337	Конкурс «Культурная политика»	34	5	11.07.00	31.12.00
338	ТРЕНИНГ ДЛЯ КОНСУЛЬТАНТОВ РЕСУРСНЫХ ЦЕНТРОВ	34	5	11.06.00	05.01.01
339	Городское собрание г.Новокузнецка	34	4	07.06.00	31.12.00
340	Проект Гармония - программа "Сотрудничество местных сообществ по проблеме насилия в семье"	34	4	27.04.00	18.01.01

341	Библиотека Национального Института Прессы	34	4	27.04.00	18.01.01
342	Руководство по оценке деятельности государства. Междисциплинарная исследовательская программа по основным причинам нарушений прав человека.	34	3	17.12.99	13.01.01
343	Список материалов необходимых для работы правозащитной организации	34	3	21.12.99	13.01.01
344	СТРУКТУРА ФЕДЕРАЛЬНЫХ ОРГАНОВ ИСПОЛНИТЕЛЬНОЙ ВЛАСТИ РОССИЙСКОЙ ФЕДЕРАЦИИ	34	2	21.10.99	18.01.01
345	ОЧЕРЕДНОЙ ЭТАП ПРОГРАММЫ ПОДДЕРЖКИ КРИЗИСНЫХ ЦЕНТРОВ ДЛЯ ЖЕНЩИН	33	13	09.11.00	19.01.01
346	П Е Р Е Ч Е Н Ь НОРМАТИВНО-ПРАВОВЫХ И РАСПОРЯДИТЕЛЬНЫХ ДОКУМЕНТОВ ОРГАНОВ МЕСТНОГО САМОУПРАВЛЕНИЯ	33	4	22.05.00	17.01.01
347	Ссылки на сайт ngo.org.ru	33	3	12.04.00	18.01.01
348	СЕСТРИНСКИЙ УХОД ЗА БОЛЬНЫМИ. Департамент здравоохранения и социальной защиты. Отделение профессионального лицензирования. Часть V	33	3	27.12.99	19.01.01
349	Семинар по продвижению социальных интересов	33	2	20.12.99	17.01.01
350	Центр "Право и средства массовой информации"	33	3	23.02.00	18.01.01
351	КОНКУРС КОМПЬЮТЕРНОГО ДИЗАЙНА СОЦИАЛЬНОГО ПЛАКАТА "НЕ-ЗАВИСИМОСТЬ"	32	9	11.10.00	20.01.01
352	Call for Applications - Johns Hopkins University International Fellows in Philanthropy Program	32	8	29.09.00	19.01.01
353	Moving Picture Experts Group	32	5	11.07.00	14.01.01
354	ИНСТИТУТ «ОТКРЫТОЕ ОБЩЕСТВО» ОБЪЯВЛЯЕТ ДВА ГРАНТОВЫХ КОНКУРСА	32	5	02.07.00	31.12.00
355	Основные вопросы наследственного права в Российской Федерации	31	13	11.11.00	20.01.01
356	Инвалиды: язык и этикет	31	5	27.07.00	21.01.01
357	СБОРНИК "ПРАВОВЫЕ И БУХГАЛТЕРСКИЕ АСПЕКТЫ ДЕЯТЕЛЬНОСТИ НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ: ПСКОВСКИЙ ОПЫТ"	31	4	09.06.00	13.01.01
358	СОЦИАЛЬНЫЙ ЗАКАЗ КАК СИСТЕМООБРАЗУЮЩИЙ ФАКТОР МЕЖСЕКТОРНОГО СОТРУДНИЧЕСТВА В ГОРОДЕ ТЮМЕНИ	31	3	24.04.00	19.01.01
359	Межсекторное взаимодействие в г. Самара	31	2	24.12.99	31.12.00
360	МЕЖДУНАРОДНАЯ КОНФЕРЕНЦИЯ "МОЛОДЕЖНЫЕ ИНФОРМАЦИОННЫЕ РЕСУРСЫ: ВЗАИМОДЕЙСТВИЕ И СОТРУДНИЧЕСТВО В ЕВРОПЕ"	30	9	10.10.00	19.01.01
361	Наркогон - наркомания излечима!	30	7	19.09.00	20.01.01
362	ПРОДОЛЖАЕТСЯ ПРИЕМ ЗАЯВОК НА УЧАСТИЕ В ТРЕНИНГОВОЙ ПРОГРАММЕ РАЗВИТИЯ ОБЩЕСТВЕННО-АКТИВНЫХ ШКОЛ В РЕГИОНАХ РОССИИ И СНГ	30	7	15.09.00	16.01.01
363	Формирование навыков самообслуживания, хозяйственно-бытового и ручного труда детей с умственной ограниченностью	30	6	25.08.00	03.01.01
364	Мегапроект «Развитие образования в России» программа «Высшее образование»	30	4	02.07.00	31.12.00
365	Проверка скорости печати	30	3	08.02.00	20.01.01
366	Иван Сусанин - новый каталог Интернет ресурсов	30	2	11.01.00	13.01.01

367	КОНТРОЛЬ ЗА СОБЛЮДЕНИЕМ ПРАВ ЧЕЛОВЕКА: РУКОВОДСТВО ПО ОЦЕНКЕ ДЕЯТЕЛЬНОСТИ ГОСУДАРСТВА ЧАСТЬ III И IV	30	2	17.12.99	13.01.01
368	Разработка экспертных систем	29	8	05.10.00	16.01.01
369	Введение в право. Часть 4	29	4	11.07.00	31.12.00
370	Роль Женщин в Перестройке Российской Экономики	29	4	11.07.00	13.01.01
371	Доступность среды обитания для инвалидов в России	29	4	02.07.00	20.01.01
372	Центр социального проектирования "Возрождение"	29	4	08.06.00	21.01.01
373	ИНСТИТУТ "ОТКРЫТОЕ ОБЩЕСТВО" (Фонд Сороса) ОБЪЯВЛЯЕТ РЕГИОНАЛЬНЫЙ КОНКУРС ПРОЕКТОВ "КУЛЬТУРА И ВЗАИМОПОНИМАНИЕ"	29	4	25.05.00	14.01.01
374	КРИТЕРИИ МИЛОСЕРДИЯ: конкурс грантов коммерческих организаций	29	3	20.04.00	10.01.01
375	Жить инвалидом, но не быть им (часть 1)	28	13	16.11.00	10.01.01
376	Хакер Online	28	9	25.10.00	05.01.01
377	Подробности из жизни CRM-приложений	28	8	05.10.00	21.01.01
378	ВЫШЛА КНИГА "АНТОЛОГИЯ ГЕНДЕРНОЙ ТЕОРИИ"	28	6	10.09.00	06.01.01
379	Рекомендации для родителей, имеющих детей с особенностями в развитии	28	6	25.08.00	31.12.00
380	Русский Музыкальный Портал	28	5	24.07.00	19.01.01
381	Введение в право. Часть 3	28	4	11.07.00	17.01.01
382	Люди Улицы	28	4	10.07.00	20.01.01
383	Технические средства реабилитации инвалидов в России	28	4	02.07.00	10.01.01
384	Краткая история движения инвалидов в России	28	4	02.07.00	21.01.01
385	В Твери прошла третья Ярмарка социальных проектов и услуг	28	4	02.07.00	31.12.00
386	Программа "Гражданское общество" объявляет открытый конкурс проектов "Помощь беженцам и вынужденным переселенцам"	28	3	25.05.00	31.12.00
387	XSL для дизайна и публикаций авторских web-страниц	28	3	24.05.00	17.01.01
388	ВЫШЛО В СВЕТ ПОСОБИЕ ПО ТЕОРИИ ЧАСТНЫХ ПОЖЕРТВОВАНИЙ	27	12	14.11.00	21.01.01
389	САМОРЕГУЛЯЦИЯ ЭМОЦИОНАЛЬНОГО СОСТОЯНИЯ С ПОМОЩЬЮ ДЫХАТЕЛЬНЫХ УПРАЖНЕНИЙ - методика	27	11	09.11.00	19.01.01
390	КОНКУРС ПРОЕКТОВ "МЕЦЕНАТ ГОДА МОЛОДЕЖИ - 2001"	27	11	09.11.00	21.01.01
391	КОНКУРС РОССИЙСКОЙ ПРОГРАММЫ ЭКОНОМИЧЕСКИХ ИССЛЕДОВАНИЙ "ОСЕНЬ-2000"	27	5	22.08.00	18.01.01
392	FOR THE FIRST TIME IN THE FORMER USSR AN INTERNATIONAL NETWORK OF PROGRAM AND PROJECT EVALUATION SPECIALISTS IS CREATED	27	5	17.08.00	03.01.01
393	ИНСТИТУТ "ОТКРЫТОЕ ОБЩЕСТВО" - Конкурс «Права женщин»	27	4	03.07.00	18.01.01
394	TRAINING OF TRAINERS PROGRAM 2000-2001	27	4	16.06.00	19.01.01
395	Южный Региональный Ресурсный Центр	27	3	20.05.00	12.01.01
396	Программа "Матра" в Посольстве Нидерландов в Москве	27	3	16.05.00	19.01.01
397	ДОКУМЕНТЫ И МАТЕРИАЛЫ О ПРАВАХ ЧЕЛОВЕКА	27	3	30.04.00	18.01.01
398	THE SILENT REGIONS	27	3	26.04.00	17.01.01

399	МЕЖДУНАРОДНАЯ КОНФЕРЕНЦИЯ "МОЛОДАЯ РОССИЯ ПЕРЕД ЛИЦОМ ГЛОБАЛЬНЫХ ВЫЗОВОВ НА РУБЕЖЕ ТЫСЯЧЕЛЕТИЙ"	26	11	15.11.00	16.01.01
400	Методика саморегуляции эмоционального состояния с помощью нервно - мышечной релаксации	26	10	08.11.00	20.01.01
401	Johns Hopkins University/Center for Communication Programs (ССР)	26	10	01.11.00	21.01.01
402	Гражданину о его правах	26	5	19.08.00	07.01.01
403	От низовой гражданской активности к созданию неправительственных организаций	26	4	11.07.00	08.01.01
404	МАТЕРИАЛЫ СЕМИНАРА ПО ВОПРОСАМ ГРАЖДАНСТВА	26	4	20.07.00	21.01.01
405	Клиническое Юридическое Образование	26	4	23.06.00	31.12.00
406	United Nations	26	4	25.06.00	30.12.00
407	International Development Network	26	4	22.06.00	06.01.01
408	Всероссийская конференция <Социальное партнерство. Российский опыт. Год 2000>	26	4	19.06.00	31.12.00
409	КРУГЛЫЙ СТОЛ "РУКОВОДСТВО ПО ПОВЫШЕНИЮ ЭФФЕКТИВНОСТИ ДЕЯТЕЛЬНОСТИ НКО"	26	3	09.06.00	31.12.00
410	Nonprofit Information and Training Center Foundation in Budapest	26	3	25.05.00	03.01.01
411	ЛИГА НКО	26	3	30.05.00	14.01.01
412	РЕГИОНАЛЬНАЯ РАБОЧАЯ ВСТРЕЧА ПО ФАНДРАЙЗИНГУ	26	3	24.04.00	18.01.01
413	анекдотов.net	26	2	22.02.00	02.01.01
414	СЕМИНАР "ДЕТСКИЕ ЭКОЛОГИЧЕСКИЕ ПРОЕКТЫ КАК ЭФФЕКТИВНАЯ ФОРМА ЭКОЛОГИЧЕСКОГО ОБРАЗОВАНИЯ"	25	7	29.09.00	17.01.01
415	Ассоциация Десница	25	6	18.09.00	03.01.01
416	Экологически опасные факторы (часть 2)	25	6	19.09.00	14.01.01
417	ПРИНИМАЮТСЯ ЗАЯВКИ НА УЧАСТИЕ В МЕЖДУНАРОДНОЙ СЕССИИ ПО ОБУЧЕНИЮ ПРАВАМ ЧЕЛОВЕКА И КУЛЬТУРЕ МИРА	25	6	12.09.00	31.12.00
418	РАССЫЛКА ЭЛЕКТРОННОГО БЮЛЛЕТЕНЯ НОВОСТЕЙ INECA-INFO	25	6	11.09.00	10.01.01
419	Проект "Школа Молодого Лидера"	25	5	10.08.00	09.01.01
420	Программа "Гражданское общество" объявляет всероссийский открытый конкурс проектов «Уроки прошлого»	25	4	02.07.00	31.12.00
421	Monthly Bulletin of Statistics (UNSD)	25	4	25.06.00	31.12.00
422	ПРИГЛАШЕНИЕ К УЧАСТИЮ В ПРОЕКТЕ "РАЗВИТИЕ ОБЩЕСТВЕННЫХ ФОНДОВ В РОССИИ"	25	4	23.06.00	31.12.00
423	The Civil Society Development Foundation Hungary	25	3	25.05.00	20.01.01
424	Инициативы поддержки НПО в Центральной Азии	25	3	21.04.00	03.01.01
425	Bookstore	25	3	20.04.00	31.12.00
426	Региональная общественная организация инвалидов Перспектива	25	2	12.03.00	10.01.01
427	STARS.RU	25	2	28.01.00	17.01.01
428	ДЕЯТЕЛЬНОСТЬ СОЦИАЛЬНОГО ПЕДАГОГА ПО СОЦИАЛЬНОЙ АДАПТАЦИИ УЧАЩИХСЯ-ИНОСТРАНЦЕВ	25	1,6	05.10.99	20.01.01
429	Жить инвалидом, но не быть им (часть 2)	24	11	17.11.00	21.01.01
430	Основные вопросы жилищного права и юридического оформления сделок с жильём - юридическая подборка	24	10	09.11.00	21.01.01

431	Программа Представительств Российских некоммерческих организаций (РОСНКО)	24	8	18.10.00	19.01.01
432	ВСЕРОССИЙСКАЯ КОНФЕРЕНЦИЯ ПО НАЦИОНАЛЬНОЙ ДИСКРИМИНАЦИИ И РАСИЗМУ	24	7	12.10.00	21.01.01
433	ФИНАНСИРОВАНИЕ УЧАСТИЯ УЧЕНЫХ ИЗ ЦЕНТРАЛЬНОЙ И ВОСТОЧНОЙ ЕВРОПЫ И СТРАН БЫВШЕГО СССР В СЕМИНАРАХ, КОНФЕРЕНЦИЯХ, КОЛЛОКВИУМАХ	24	6	29.09.00	31.12.00
434	Защита беженцев в странах СНГ	24	4	09.08.00	31.12.00
435	Водный туризм - Афанасенков Михаил	24	4	05.07.00	11.01.01
436	ПРОГРАММА "ГРАЖДАНСКОЕ ОБЩЕСТВО" объявляет ВСЕРОССИЙСКИЙ ОТКРЫТЫЙ КОНКУРС ПРОЕКТОВ	24	4	02.07.00	31.12.00
437	Международный Благотворительный Фонд Помощи Иностранцам	24	3	24.06.00	18.01.01
438	Русская баня. Как построить самому.	24	3	23.06.00	21.01.01
439	United Nations Educational, Scientific and Cultural Organization (UNESCO)	24	3	23.06.00	21.01.01
440	Дидактические основы дистанционного обучения	24	3	20.06.00	21.01.01
441	Union of International Associations	24	3	02.06.00	19.01.01
442	Молодежные и детские общественные объединения	24	3	19.05.00	31.12.00
443	Центр Содействия Экологическим Инициативам	24	3	20.05.00	31.12.00
444	Free Nonprofit Managers Library	24	3	10.05.00	22.01.01
445	Правовой обозреватель	24	2	01.02.00	16.01.01
446	РАБОТА С НОВЫМИ ЧЛЕНАМИ СОВЕТА ДИРЕКТОРОВ И ПРИВЛЕЧЕНИЕ ИХ В СОВЕТ	24	1,5	05.10.99	21.01.01
447	МЕТОДОЛОГИЯ ИЗУЧЕНИЯ НЕСОВЕРШЕННОЛЕТНИХ НАРУШИТЕЛЕЙ	24	1,5	05.10.99	09.01.01
448	В НИЖНЕМ НОВГОРОДЕ СОСТОЯЛАСЬ ОТКРЫТАЯ ВЫСТАВКА-ЯРМАРКА НКО	23	5	18.09.00	03.01.01
449	Основные направления занятий с детьми, имеющими тяжелую форму умственной ограниченности	23	5	25.08.00	03.01.01
450	Charter of the United Nations	23	3	24.06.00	18.01.01
451	International Training Center (ITC)	23	3	23.06.00	31.12.00
452	Бюллетень РООИ Перспектива №18	23	3	13.06.00	10.01.01
453	The Coaches Training Institute	23	3	08.06.00	21.01.01
454	Российский Интернет-Каталог @RUS	23	1,7	21.12.99	05.01.01
455	Несколько историй успеха ЮРПЦ	22	19	19.12.00	21.01.01
456	The National Foundation for Educational Research	22	11	21.11.00	21.01.01
457	ОБЛАСТНОЙ КОНКУРС ДЛЯ СМИ ПО ОСВЕЩЕНИЮ МОЛОДЕЖНОЙ ТЕМАТИКИ	22	9	13.11.00	21.01.01
458	Круг тотального web-дизайна	22	7	20.10.00	21.01.01
459	Новый проект <Правовое консультирование малого бизнеса на фондовом рынке>	22	5	21.09.00	12.01.01
460	СОЗДАНИЕ МЕЖДУНАРОДНОЙ ИНФОРМАЦИОННОЙ СЕТИ ИССЛЕДОВАНИЙ СМИ	22	5	15.09.00	12.01.01
461	ЭЛЕКТРОННАЯ КОНФЕРЕНЦИЯ ПО ПРОБЛЕМАМ ИНВАЛИДНОСТИ	22	5	11.09.00	10.01.01
462	United Nations Scholars' Workstation at Yale University	22	3	26.06.00	20.01.01
463	Robert S. McNamara Fellowships Program	22	3	08.06.00	03.01.01
464	CORE PRINCIPLES OF THE NONPROFIT SECTOR	22	3	07.06.00	08.01.01
465	CONSULTING.RU	22	3	25.05.00	13.01.01

466	NGONet	22	1,9	18.02.00	18.01.01
467	Законы и постановления штата Аляска. Департамент здравоохранения и социальной защиты. Отделение профессионального лицензирования. Часть III	22	1,7	21.12.99	22.01.01
468	The Distance Learning Resource Network (DLRN)	21	10	21.11.00	20.01.01
469	Жить инвалидом, но не быть им (часть 3)	21	10	17.11.00	21.01.01
470	Инвалид инвалиду - больной больному	21	9	10.11.00	12.01.01
471	Алиментные обязательства членов семьи - юридическая подборка	21	9	09.11.00	21.01.01
472	Winrock International	21	7	28.10.00	20.01.01
473	Российская газета	21	6	12.10.00	21.01.01
474	СЕМИНАР "УЧАСТИЕ РОССИИ В ПРЕДОТВРАЩЕНИИ ГЛОБАЛЬНОГО ИЗМЕНЕНИЯ КЛИМАТА: ВОЗМОЖНОСТИ, ПРОБЛЕМЫ, ПЕРСПЕКТИВЫ"	21	6	11.10.00	18.01.01
475	ВСЕРОССИЙСКИЙ ОТКРЫТЫЙ КОНКУРС ПРОЕКТОВ "ВОЗВРАЩЕНИЕ"	21	5	29.09.00	31.12.00
476	"Служение"	21	5	19.09.00	20.01.01
477	PARTNERS ROMANIA FOUNDATION for Local Development F P D L	21	5	11.09.00	31.12.00
478	Новый проект "Информация - путь к независимости".	21	5	10.09.00	16.01.01
479	Красноярская региональная молодежная общественная организация Центр "Сотрудничество" объявляет о начале открытого конкурса на участие в тренинговой программе развития общественно-активных школ	21	4	26.08.00	31.12.00
480	Развитие личности человека средствами интеллектуальных и творческих игр	21	4	23.08.00	19.01.01
481	СТРАТЕГИЯ СЕТЕВОЙ ПРОГРАММЫ «КУЛЬТУРА И ИСКУССТВО» НА 2000 ГОД	21	3	20.07.00	31.12.00
482	ИНСТИТУТ "ОТКРЫТОЕ ОБЩЕСТВО" ЖЕНСКАЯ СЕТЕВАЯ ПРОГРАММА - Конкурс «Образы женщин: культура, информация, СМИ»	21	3	09.07.00	05.01.01
483	Web конференция: Дистанционное обучение	21	3	20.06.00	03.01.01
484	The International Youth Foundation (IYF)	21	3	16.06.00	21.01.01
485	Making Cents	21	3	26.06.00	20.01.01
486	МЕТОДИКА "КЕДР". Социальная адаптация детей от 8 до 14 лет, прошедших курс лечения от наркотической зависимости	21	2	11.05.00	30.12.00
487	Боснийская страничка на сервере Калифорнийского технологического института	21	2	26.04.00	18.01.01
488	КОНТРОЛЬ ЗА СОБЛЮДЕНИЕМ ПРАВ ЧЕЛОВЕКА: РУКОВОДСТВО ПО ОЦЕНКЕ ДЕЯТЕЛЬНОСТИ ГОСУДАРСТВА ЧАСТЬ II	21	1,6	17.12.99	13.01.01
489	"Ассоциация родителей детей с ограниченными возможностями"	20	20	03.01.01	22.01.01
490	American Distance Education Consortium (ADEC)	20	11	28.11.00	14.01.01
491	проект "Дело добровольное"	20	9	15.11.00	22.01.01
492	Международные волонтерские лагеря	20	5	19.09.00	22.01.01
493	ИНСТИТУТ «ОТКРЫТОЕ ОБЩЕСТВО» (ФОНД СОРОСА) ОБЪЯВЛЯЕТ ОТКРЫТЫЙ ВСЕРОССИЙСКИЙ КОНКУРС БИБЛИОТЕЧНЫХ ПРОЕКТОВ	20	4	21.08.00	05.01.01

494	ПРОГРАММА "ПОДДЕРЖКА РОССИЙСКИХ НЕЗАВИСИМЫХ СРЕДСТВ МАССОВОЙ ИНФОРМАЦИИ" ПРОДОЛЖАЕТ ОБЪЯВЛЕННЫЙ В 1999 ГОДУ ВСЕРОССИЙСКИЙ КОНКУРС ПРОЕКТОВ "ИНТЕРНЕТ И СОВРЕМЕННЫЕ ТЕЛЕКОММУНИКАЦИИ ДЛЯ РОССИЙСКИХ СРЕДСТВ МАССОВОЙ ИНФОРМАЦИИ"	20	4	08.08.00	30.12.00
495	Энергосбережение	20	3	28.07.00	19.01.01
496	GNU Project	20	3	26.07.00	30.12.00
497	Российский благотворительный Фонд "Нет алкоголизму и наркомании"	20	3	20.07.00	21.01.01
498	КОНКУРС СОЦИАЛЬНЫХ ПРОЕКТОВ ШКОЛЬНИКОВ "СДЕЛАЕМ СВОЕ БУДУЩЕЕ"	20	3	20.07.00	11.01.01
499	ВСЕРОССИЙСКИЙ ОТКРЫТЫЙ КОНКУРС ПАМЯТИ МАТЕРИ ТЕРЕЗЫ "ЖИЗНЬ БЕЗ НАСИЛИЯ И ЖЕСТОКОСТИ"	20	3	26.06.00	31.12.00
500	International Career Employment Center	20	3	19.07.00	04.01.01
501	ИЗДАН СБОРНИК МАТЕРИАЛОВ И ДОКУМЕНТОВ В ПОДДЕРЖКУ БЛАГОТВОРИТЕЛЬНОСТИ	20	3	09.06.00	05.01.01
502	Аналитическое исследование по проблеме наркомании в молодежной среде Хабаровского края	20	3	07.06.00	07.01.01
503	Автономная некоммерческая организация "Центр социального проектирования "ВОЗРОЖДЕНИЕ"	20	3	07.06.00	31.12.00
504	Бюллетень РООИ Перспектива "Организатор обучения №16"	20	3	04.06.00	10.01.01
505	VIRTUAL ELECTRONIC LIBRARY: A RESOURCE FOR THE NON-PROFIT SECTOR	20	2	24.05.00	31.12.00
506	Морозовский Проект	20	2	16.05.00	21.01.01
507	Все о выборах губернатора Санкт-Петербурга	20	2	02.05.00	18.01.01
508	Инфодом-Алтай	20	2	21.04.00	31.12.00
509	ПРОБЛЕМЫ ПОВЫШЕНИЯ КАЧЕСТВА МЕДИЦИНСКОЙ ПОМОЩИ В УСЛОВИЯХ МЕДИЦИНСКОГО СТРАХОВАНИЯ	20	1,6	24.01.00	31.12.00
510	Ресурсный центр в Пятигорске	19	19	25.12.00	16.01.01
511	15 НОЯБРЯ. ОТКРЫТИЕ БЛАГОТВОРИТЕЛЬНОГО СЕЗОНА "ДОБРОЕ ДЕЛО ОТ ДОБРОГО СЕРДЦА"	19	8	15.11.00	16.01.01
512	Информационный бюллетень РООИ Перспектива №19	19	8	10.11.00	12.01.01
513	Peace Corps	19	7	29.10.00	22.01.01
514	World Concern Development Organization	19	7	28.10.00	20.01.01
515	World Alliance for Citizen Participation (CIVICUS)	19	6	26.10.00	16.01.01
516	World Wide Web Design Issues. Architectural and philosophical points.	19	6	18.10.00	17.01.01
517	ГРИНПИС РОССИИ ИЗДАЛ АТЛАС-ОПРЕДЕЛИТЕЛЬ СОСУДИСТЫХ РАСТЕНИЙ ТАЕЖНОЙ ЗОНЫ ЕВРОПЕЙСКОЙ РОССИИ	19	4	11.09.00	31.12.00
518	Проект "Молодые инвалиды за социальные изменения"	19	4	08.09.00	10.01.01
519	ВСЕРОССИЙСКИЙ ОТКРЫТЫЙ КОНКУРС ДЛЯ ПРОСВЕТИТЕЛЬСКИХ ПЕРИОДИЧЕСКИХ ИЗДАНИЙ	19	3	09.08.00	05.01.01
520	МЕГАПРОЕКТ "ПУШКИНСКАЯ БИБЛИОТЕКА" УЧИТЕЛЬСКАЯ ГАЗЕТА	19	3	28.06.00	12.01.01
521	Журнал "Эксперт"	19	3	27.06.00	30.12.00
522	Журнал "Налоговый вестник"	19	3	26.06.00	22.01.01

523	WORLD SUMMIT FOR SOCIAL DEVELOPMENT (COPENHAGEN, DENMARK 1995)	19	3	26.06.00	13.01.01
524	United Nations Treaty Data Base	19	3	05.07.00	19.01.01
525	Международное общество прав человека - Украинская секция	19	3	25.06.00	16.01.01
526	United Nations International Conference on Population and Development (ICPD)	19	3	25.06.00	31.12.00
527	ФОНД "ЕВРАЗИЯ" ПРИГЛАШАЕТ ЭКСПЕРТОВ ПО ОЦЕНКЕ ПРОЕКТОВ	19	3	23.06.00	31.12.00
528	REFWORLD (UNHCR)	19	3	23.06.00	21.01.01
529	Персонал Программы поддержки некоммерческого сектора	19	2	05.06.00	31.12.00
530	Бюллетень РООИ Перспектива "Организатор обучения №14-15"	19	3	21.06.00	10.01.01
531	Pref News	19	2	25.05.00	31.12.00
532	УЧЕБНО-ПРАКТИЧЕСКАЯ КОНФЕРЕНЦИЯ "АССОЦИАЦИИ ЮНЫХ ЛИДЕРОВ"	19	2	22.05.00	13.01.01
533	Общероссийская общественная организация социальной поддержки населения России "БЛАГОВЕСТ"	19	2	23.05.00	11.01.01
534	СОЦИАЛЬНО-ЭКОЛОГИЧЕСКИЙ СОЮЗ(СоЭС)	19	2	19.05.00	16.01.01
535	Development Experience Clearinghouse	19	1,6	01.02.00	14.01.01
536	Development Partner Resources	19	1,5	17.01.00	31.12.00
537	Домашняя страница Общественного Российского Телевидения	19	1,3	25.11.99	31.12.00
538	Новая традиция НКО Новороссийска. История Успеха	18	18	29.12.00	18.01.01
539	История успеха ресурсного центра в Пятигорске	18	17	22.12.00	21.01.01
540	Education World	18	8	17.11.00	20.01.01
541	ГРАНТОВАЯ ПРОГРАММА "СОЦИАЛЬНЫЕ ПРОЕКТЫ САХАЛИНА И КУРИЛ"	18	8	13.11.00	21.01.01
542	YMCA	18	6	28.10.00	16.01.01
543	Doctors Without Borders/Medecins Sans Frontieres (MSF)	18	6	25.10.00	19.01.01
544	Customer Relationship Management in the World of E-Business	18	5	05.10.00	21.01.01
545	11 ОКТЯБРЯ ОТКРОЕТСЯ ПЕРВАЯ НАЦИОНАЛЬНАЯ КОНФЕРЕНЦИЯ НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ РОССИИ	18	5	29.09.00	31.12.00
546	Объявление о начале открытого конкурса на получение стипендий по программе "Актуальные вопросы современности"	18	5	27.09.00	12.01.01
547	"Геронтологические НКО страны: пора взрослеть"	18	3	16.08.00	31.12.00
548	Открылся официальный сайт Международного общества прав человека	18	3	12.07.00	21.01.01
549	Фонд им. С.Я. Маршака	18	3	21.06.00	16.01.01
550	Центр "Сотрудничество"	18	2	19.06.00	20.01.01
551	Project HOPE	18	2	16.06.00	31.12.00
552	ГРАНТОВАЯ ПРОГРАММА "МОСКВА-2000"	18	2	19.06.00	31.12.00
553	ПРЕСС-КОНФЕРЕНЦИЯ "РЕШЕНИЕ СОЦИАЛЬНЫХ ПРОБЛЕМ ГОРОДА МОСКВЫ: НОВЫЕ ПОДХОДЫ"	18	2	12.06.00	21.01.01
554	ЮРИДИЧЕСКАЯ СЛУЖБА РОССИЙСКОГО ПРЕДСТАВИТЕЛЬСТВА САФ-РОССИЯ ПРЕДОСТАВЛЯЕТ УСЛУГИ	18	2	12.06.00	31.12.00
555	Бюллетень РООИ "Перспектива" №17	18	3	21.06.00	10.01.01

556	Бюллетень РООИ Перспектива "Организатор обучения №12-13"	18	2	07.06.00	10.01.01
557	МЕСТНОЕ САМОУПРАВЛЕНИЕ В ГОРОДЕ НОВОКУЗНЕЦКЕ	18	2	26.05.00	31.12.00
558	Клуб добровольцев в Новосибирске	18	2	23.05.00	31.12.00
559	Российская Гуманитарная Телекоммуникационная Сеть (РГТС)	18	2	10.05.00	13.01.01
560	Информационное Экологическое Агенство	18	1,8	20.03.00	31.12.00
561	THE LEARNING: FASHIONABLE FAD OR PATH TO PROGRESS?	18	1,7	09.03.00	06.01.01
562	USAID Publications & Partner Resources	18	1,5	17.01.00	31.12.00
563	Правила внутреннего распорядка больниц скорой медицинской помощи	18	1,5	24.01.00	21.01.01
564	ВЫЯВЛЕНИЕ ПОТЕНЦИАЛЬНЫХ ЧЛЕНОВ ДИРЕКТОРОВ	18	1,1	05.10.99	21.01.01
565	Читинская областная общественная организация инвалидов "Преодоление"	17	17	27.12.00	16.01.01
566	The Library of Congress	17	6	29.10.00	15.01.01
567	Relief International	17	6	25.10.00	19.01.01
568	Клиническое юридическое образование	17	4	26.09.00	17.01.01
569	СОСТОЯЛАСЬ ПЕРВАЯ ОСЕННЯЯ СЕССИЯ «ШКОЛЫ ЛИДЕРОВ»	17	4	18.09.00	12.01.01
570	О построении экспертных процедур для региональных конкурсных механизмов присуждения муниципальных грантов или социальных заказов	17	4	13.09.00	17.01.01
571	Первая красноярская городская школа актива	17	4	31.08.00	08.01.01
572	Помогите спасти детей!"	17	3	01.07.00	20.01.01
573	United Nations International Computing Centre (UNICC)	17	2	25.06.00	31.12.00
574	Press Releases - United Nations Offices in Geneva	17	2	25.06.00	31.12.00
575	IREX TO HOLD CONFERENCE ON "JOURNALISM IN THE INFORMATION AGE"	17	2	15.06.00	03.01.01
576	ПРОГРАММА "ПОДДЕРЖКА РОССИЙСКИХ СРЕДСТВ МАССОВОЙ ИНФОРМАЦИИ" ОБЪЯВЛЯЕТ ВСЕРОССИЙСКИЙ ОТКРЫТЫЙ КОНКУРС «РАСПРОСТРАНЕНИЕ ИДЕЙ ОТКРЫТОГО ОБЩЕСТВА СРЕДСТВАМИ ПЕРИОДИЧЕСКОЙ ПЕЧАТИ»	17	2	26.05.00	31.12.00
577	"Милосердие Он-лайн".	17	2	24.05.00	05.01.01
578	Single Nation Program For Russia	17	2	23.05.00	22.01.01
579	Татарстанский Ресурсный Центр НКО	17	2	11.06.00	31.12.00
580	Russophilia!	17	2	12.05.00	31.12.00
581	Права человека в Боснии	17	1,9	30.04.00	20.01.01
582	Институт Устойчивых Сообществ - Россия	17	1,5	24.02.00	31.12.00
583	КАТАЛОГ ПУБЛИКАЦИЙ МЕЖДУНАРОДНОГО ФОНДА ИЗБИРАТЕЛЬНЫХ СИСТЕМ (IFES)	17	1,5	09.02.00	07.01.01
584	Русский FAQ	17	1,4	03.02.00	17.01.01
585	Лекции по производству комбикормов ЧАСТЬ II	17	1,4	28.01.00	12.01.01
586	Авторская песня у Серго и Чиж	17	1,3	28.12.99	19.01.01
587	ОБЪЕДИНЕНИЕ УСИЛИЙ НА ПОЛЬЗУ КАЖДОМУ	16	16	03.01.01	17.01.01
588	The Internet Public Library	16	7	14.11.00	22.01.01
589	The National Association of State Charity Officials (NASCO)	16	6	02.11.00	25.12.00
590	Population Action International (PAI)	16	6	28.10.00	21.01.01

591	Программа информационной поддержки (РОСКОН)	16	5	19.10.00	20.01.01
592	НОВЫЕ ИЗДАНИЯ В РАМКАХ ПРОЕКТА "РАЗВИТИЕ СИСТЕМЫ НЕПРЕРЫВНОГО ЭКОЛОГИЧЕСКОГО ОБРАЗОВАНИЯ НА ОСНОВЕ МОДУЛЯ "ЭКОЛОГИЯ ГОРОДСКИХ РЕК"	16	5	12.10.00	21.01.01
593	В КИРОВЕ ПОДВЕДЕНЫ ИТОГИ КОНКУРСА СОЦИАЛЬНЫХ ИНИЦИАТИВ	16	4	29.09.00	31.12.00
594	Законодательство Ростовской области и нормативные акты города Ростова-на-Дону, поддерживающие организации Третьего Сектора	16	4	19.09.00	22.01.01
595	Благотворительный сезон и <Ярмарка> услуг некоммерческих организаций г. Тольятти.	16	4	12.09.00	31.12.00
596	КРАЕВАЯ КОНФЕРЕНЦИЯ "НЕКОММЕРЧЕСКИЕ ОРГАНИЗАЦИИ АЛТАЯ В XXI ВЕКЕ"	16	3	22.08.00	22.01.01
597	International Federation on Ageing	16	3	14.08.00	31.12.00
598	IREX is pleased to announce the IREX Millennium Photo Contest	16	3	10.08.00	03.01.01
599	НОВЫЙ ТЕЛЕФОН ДОВЕРИЯ ДЛЯ ЖЕНЩИН	16	3	10.08.00	31.12.00
600	Свинец и здоровье человека	16	3	09.08.00	19.01.01
601	Приглашение к участию в тендере на проведение исследования и разработку рекомендаций по составлению стратегии развития программы микро финансирования в Мурманской области	16	2	10.07.00	31.12.00
602	UNAIDS	16	2	25.06.00	19.01.01
603	ПРОДОЛЖАЕТСЯ КОНКУРС "ЖУРНАЛИСТЫ ПРОТИВ СПИДА", ОБЪЯВЛЕННЫЙ АГЕНТСТВОМ СОЦИАЛЬНОЙ ИНФОРМАЦИИ И НПО "ФОКУС" ПРИ ПОДДЕРЖКЕ МИНЗДРАВА РФ	16	2	23.06.00	31.12.00
604	MINUGUA - the United Nations Mission for the Verification of Human Rights in Guatemala	16	2	23.06.00	16.01.01
605	International Institute for Democracy and Electoral Assistance (IDEA)	16	2	21.06.00	13.01.01
606	Pact Publications	16	2	16.06.00	31.12.00
607	PEOPLink	16	2	16.06.00	30.12.00
608	Системы управления контентом: хроника испытаний	16	2	07.06.00	15.01.01
609	О наших сотрудниках:	16	2	05.06.00	13.01.01
610	The Inter-American Foundation (IAF)	16	2	02.06.00	31.12.00
611	Национальный институт прессы	16	2	23.05.00	14.01.01
612	Санкт-Петербургское Отделение Фонда Сороса	16	1,9	18.05.00	21.01.01
613	The Organization for Educational Resources & Technological Training (ORT)	16	1,4	25.02.00	09.01.01
614	RAMBOLL	16	1,3	01.02.00	31.12.00
615	Энциклопедия местного самоуправления	16	1,2	28.12.99	31.12.00
616	Лекции по производству комбикормов	16	1,3	29.01.00	19.01.01
617	Acoustic Guitar Song Collection	16	1,1	23.11.99	31.12.00
618	World Relief	15	5	28.10.00	21.01.01
619	Bill & Melinda Gates Foundation	15	5	23.10.00	17.01.01
620	Поговорим о принципах	15	4	06.10.00	06.01.01
621	В СИБИРИ БУДЕТ ФОРМИРОВАТЬСЯ ЕДИНОЕ ИНФОРМАЦИОННОЕ ПРОСТРАНСТВО	15	4	29.09.00	31.12.00
622	2-3 ОКТЯБРЯ. СЕМИНАР "ПРАВОВЫЕ АСПЕКТЫ ПРОВЕДЕНИЯ РЕГИОНАЛЬНЫХ ИЗБИРАТЕЛЬНЫХ КАМПАНИЙ"	15	4	29.09.00	31.12.00
623	Программа Фулбрайт по обмену учеными	15	4	21.09.00	31.12.00

624	Open Society - Georgia Foundation	15	3	04.09.00	16.01.01
625	DIRECTORY OF RUSSIAN PERIODICALS ONLINE	15	3	10.08.00	30.12.00
626	Национальная Электронная Библиотека (НЭБ) (проект Издательского дома "Коммерсант")	15	2	26.06.00	13.01.01
627	Web Sites in the UN System	15	2	26.06.00	31.12.00
628	ВСЕРОССИЙСКИЕ ОТКРЫТЫЕ КОНКУРСЫ ИНСТИТУТА "ОТКРЫТОЕ ОБЩЕСТВО"	15	2	23.06.00	17.01.01
629	Funding Institutions Database	15	2	03.07.00	16.01.01
630	InterAction-American Council for Voluntary International Action	15	2	21.06.00	11.01.01
631	Введение в дистанционное обучение	15	2	20.06.00	13.01.01
632	Trickle Up Program	15	2	16.06.00	13.01.01
633	WORLD FOOD PROGRAMME (WFP)	15	2	16.06.00	18.01.01
634	PatagonBird	15	2	16.06.00	30.12.00
635	Stylus Publishing, LLC	15	2	16.06.00	11.01.01
636	Catholic Relief Services	15	2	15.06.00	20.01.01
637	The Institute of Cultural Affairs	15	2	08.06.00	04.01.01
638	Civicus Associates	15	2	08.06.00	20.01.01
639	The Nathan Cummings Foundation	15	2	07.06.00	02.01.01
640	Системы управления Web - контентом	15	2	07.06.00	21.01.01
641	Education Development Center	15	1,9	02.06.00	31.12.00
642	МУНИЦИПАЛЬНЫЙ ГРАНТ В ГОРОДЕ ТЮМЕНИ	15	1,9	26.05.00	18.01.01
643	Joseph and Matthew Payton Philanthropic Studies Library	15	1,9	24.05.00	31.12.00
644	"WOMEN IN THE NEWS MEDIA: A FOCUS ON LEADERSHIP"	15	1,8	23.05.00	31.12.00
645	"Open Women Line"	15	1,6	22.04.00	31.12.00
646	Успешные истории МОФ "Сибирский Центр Поддержки Общественных Инициатив"	14	14	11.01.01	22.01.01
647	Региональный координационный комитет по делам инвалидов г. Ессентуки	14	13	20.12.00	16.01.01
648	ENC Education Research	14	7	21.11.00	18.01.01
649	Зеркало	14	6	13.11.00	21.01.01
650	Partners of the Americas	14	5	28.10.00	31.12.00
651	The International Rescue Committee (the IRC)	14	6	10.11.00	18.01.01
652	КАРЕЛИЯ: НЕ(?)СЛАБАЯ НАПРЯЖЕННОСТЬ СОСТОЯНИЯ СРЕДЫ	14	4	19.10.00	05.01.01
653	Так счастливы вместе	14	4	05.10.00	30.12.00
654	ЗА ГОД В РЕСУРСНЫЙ ЦЕНТР НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ АЛТАЙСКОГО КРАЯ ОБРАТИЛИСЬ ЗА ПОМОЩЬЮ 100 ОБЩЕСТВЕННЫХ ОРГАНИЗАЦИЙ	14	3	19.09.00	13.01.01
655	2001 EDMUND S. MUSKIE/FREEDOM SUPPORT ACT GRADUATE FELLOWSHIP PROGRAM	14	3	16.09.00	16.01.01
656	Инфекционно-воспалительные заболевания мочеполовой системы	14	4	06.10.00	17.01.01
657	Ежегодная X Международную сессию "Права человека, культура мира - содержание и методы обучения".	14	3	08.09.00	31.12.00
658	Московский центр гендерных исследований	14	3	10.08.00	31.12.00
659	"Уральский Вестник"	14	2	03.08.00	30.12.00
660	КОНКУРС ПРОЕКТОВ "ВОЗРОЖДЕНИЕ ЧЕРЕЗ КУЛЬТУРУ» объявлен Программой "культура" ИОО	14	2	04.07.00	31.12.00
661	Программа «Здоровье населения России» объявляет два грантовых конкурса	14	2	28.06.00	16.01.01

662	International Law Commission Report	14	2	23.06.00	20.01.01
663	CARE	14	2	22.06.00	31.12.00
664	Заповедная информационная сеть	14	2	06.07.00	21.01.01
665	The "Zapovedniks" Environmental Education Center	14	2	26.06.00	31.12.00
666	European Union Internet Resources	14	2	06.08.00	11.01.01
667	Council of Europe	14	4	09.10.00	19.01.01
668	Institute of Global Communications (IGC)	14	2	21.06.00	18.01.01
669	Human Rights Internet	14	2	21.06.00	21.01.01
670	Информационный бюллетень Международного центра реформы системы бухгалтерского учёта	14	1,9	15.06.00	13.01.01
671	Guide to Funding and Participation in European Union Programs	14	1,9	14.06.00	31.12.00
672	Fast Company	14	1,8	08.06.00	20.01.01
673	Program On Non-Profit Organizations	14	1,8	07.06.00	31.12.00
674	NGOSS Program Staff	14	1,8	05.06.00	31.12.00
675	INDIANA UNIVERSITY Center on Philanthropy	14	1,7	24.05.00	31.12.00
676	Алтайская краевая общественная организация "Поддержка общественных инициатив"	14	1,7	24.05.00	31.12.00
677	Виртуальная ярмарка - презентация общественных организаций Читинского региона	14	1,7	19.05.00	31.12.00
678	Ассоциация молодежных объединений г. Самары	14	1,7	19.05.00	31.12.00
679	Магадан Общественные организации	14	1,7	20.05.00	11.01.01
680	Республика Коми Общественные организации	14	1,7	20.05.00	20.01.01
681	Гуманитарно-благотворительный Центр "Сострадание"	14	2	01.07.00	20.01.01
682	СЕРЬЕЗНЫЕ ОТВЕТЫ НА ДЕТСКИЕ ВОПРОСЫ	14	1,5	20.04.00	22.01.01
683	Open Web	14	1,2	01.02.00	13.01.01
684	Проект "SOS.RU"	14	1,2	28.01.00	16.01.01
685	International Center for Not-for-Profit Law	14	1,5	23.04.00	19.01.01
686	United Way Moscow	13	11	16.12.00	21.01.01
687	The University of Wisconsin: The Distance Education Clearinghouse	13	6	21.11.00	21.01.01
688	The Eisenhower National Clearinghouse (ENC)	13	6	21.11.00	18.01.01
689	"Некоммерческий сектор Волго-Вятского региона: цифры и факты"	13	6	17.11.00	02.01.01
690	О пчеловодстве в Карелии	13	5	03.11.00	30.12.00
691	The National Wildlife Federation	13	5	28.10.00	20.01.01
692	ДО 16 ОКТЯБРЯ ПРИНИМАЮТСЯ ЗАЯВКИ НА КОНФЕРЕНЦИЮ "ПРОБЛЕМЫ РАЗВИТИЯ ТРЕТЬЕГО СЕКТОРА Г. ИЖЕВСКА"	13	4	11.10.00	27.12.00
693	НА САЙТЕ ПРОГРАММЫ "СОТРУДНИЧЕСТВО МЕСТНЫХ СООБЩЕСТВ ПО ПРОБЛЕМЕ НАСИЛИЯ В СЕМЬЕ" ПОЯВИЛСЯ НОВЫЙ РАЗДЕЛ	13	3	08.09.00	31.12.00
694	Концепция программы «Толерантность: объединяем усилия»	13	2	20.07.00	17.01.01
695	ЕЖЕНЕДЕЛЬНАЯ ПРАВООЗАЩИТНАЯ ГАЗЕТА "ЭКСПРЕСС-ХРОНИКА"	13	1,9	27.06.00	21.01.01
696	Учительская Газета	13	1,9	05.07.00	31.12.00
697	СПЕЦСЛУЖБЫ	13	1,9	26.06.00	31.12.00
698	Русский Журнал	13	1,9	26.06.00	01.01.01
699	Агентство "Интерьюс"	13	1,9	26.06.00	31.12.00
700	United Nations System	13	1,9	05.07.00	31.12.00

701	THE NINTH UNITED NATIONS CONGRESS ON THE PREVENTION OF CRIME AND THE TREATMENT OF OFFENDERS	13	1,8	25.06.00	31.12.00
702	Information for Development in the 21st Century	13	1,8	22.06.00	31.12.00
703	The Learning Institute for Nonprofit Organizations	13	1,8	22.06.00	11.01.01
704	Центр поддержки НКО в Ростовской области	13	1,9	26.06.00	31.12.00
705	Regional Environmental Center for Central and Eastern Europe	13	2	06.07.00	10.01.01
706	Толковый словарь В. Даля ON-LINE	13	1,8	21.06.00	17.01.01
707	Teaching with Electronic Technology	13	1,8	20.06.00	20.01.01
708	Метеоданные России	13	1,8	16.06.00	16.01.01
709	Office for Social Responsibility	13	1,7	07.06.00	16.01.01
710	Яндекс	13	1,7	07.06.00	31.12.00
711	Саратовская региональная общественная организация "Пресс-лицей"	13	1,6	23.05.00	18.01.01
712	Тверской гуманитарный институт	13	1,7	11.06.00	03.01.01
713	Стало проще публиковать ресурсы в Электронной библиотеке НКО	13	1,5	12.05.00	31.12.00
714	Читинское региональное общественное учреждение экологический центр "Даурия"	13	1,3	21.03.00	31.12.00
715	Partners Romania Foundation for Local Development	13	1,5	02.05.00	05.01.01
716	Обхитри МТС!	13	1,2	25.02.00	13.01.01
717	Charity Know How (СКН)	13	1,2	20.02.00	31.12.00
718	United Nations Women Watch (Statistics & Indicators)	13	1,0	06.01.00	04.01.01
719	Бард-Путеводитель	13	1,1	28.01.00	21.01.01
720	List.ru	13	0,92	28.11.99	31.12.00
721	История успеха общественной организации жертв политических репрессий на КМВ	12	12	03.01.01	16.01.01
722	ЯРМАРКА СОЦИАЛЬНЫХ И КУЛЬТУРНЫХ ПРОЕКТОВ	12	5	14.11.00	21.01.01
723	Opportunity International	12	4	28.10.00	31.12.00
724	Постоянно-действующая выставка "РОСЭКСПО" в Internet (РОСЭКСПО)	12	4	21.10.00	21.01.01
725	"ЭКСПО-МЕДИА"- программа средств массовой информации по освещению выставочной деятельности в РОССИИ	12	4	19.10.00	19.01.01
726	Украинская сеть экологических неправительственных организаций МАМА-86	12	3	20.09.00	18.01.01
727	ОТКРЫТИЕ ПРОГРАММЫ "СЕЛЬСКАЯ БИБЛИОТЕКА"	12	3	19.09.00	31.12.00
728	Животные имеют свои права	12	3	14.09.00	17.01.01
729	Association of Information Specialists	12	2	16.08.00	31.12.00
730	Vladivostok News	12	3	04.09.00	30.12.00
731	Республиканская общественная организация Эколайн, Белоруссия	12	3	31.08.00	20.01.01
732	ИНФОРМАЦИОННЫЕ СООБЩЕНИЯ МОСКОВСКОГО ЦЕНТРА ГЕНДЕРНЫХ ИССЛЕДОВАНИЙ	12	2	10.08.00	06.01.01
733	Transitions Online (TOL)	12	2	08.08.00	31.12.00
734	Сибирская спелеологическая экспедиция "Кавказ 2000"	12	2	01.08.00	30.12.00
735	Журнал "Огонёк"	12	1,7	26.06.00	06.01.01
736	КОНКУРС ЭКОЛОГИЧЕСКОЙ ЖУРНАЛИСТИКИ REUTERS - IUCN 2000	12	1,7	23.06.00	31.12.00

737	International Medical Corps	12	1,7	23.06.00	15.01.01
738	ACCION International	12	5	09.11.00	16.01.01
739	The School for International Training (SIT)	12	1,7	22.06.00	21.01.01
740	Survivor Industries, Inc.	12	1,6	16.06.00	31.12.00
741	The International Center for Research on Women (ICRW)	12	1,9	21.07.00	13.01.01
742	URGENT MESSAGE TO REGISTERED NONPROFITS	12	1,6	11.06.00	03.01.01
743	Future Search Network	12	1,6	08.06.00	31.12.00
744	К О Н Ф Е Р Е Н Ц И Я "НИЖЕГОРОДСКИЕ ЖЕНЩИНЫ - ТРЕТЬЕМУ ТЫСЯЧЕЛЕТИЮ"	12	1,5	30.05.00	05.01.01
745	CompuMentor	12	1,4	18.05.00	16.01.01
746	Alliance for NonProfit Management	12	1,5	19.05.00	15.01.01
747	Charity Know How	12	1,4	16.05.00	31.12.00
748	Всемирный Банк	12	1,7	22.06.00	15.01.01
749	The Network of Institutes and Schools of Public Administration in Central and Eastern Europe	12	1,2	26.03.00	09.01.01
750	ОБЩЕСТВЕННАЯ ОРГАНИЗАЦИЯ РАЗВИТИЯ ИНФОРМАЦИОННОЙ КУЛЬТУРЫ	12	1,2	16.03.00	18.01.01
751	"Форум переселенческих организаций"	12	1,1	02.03.00	19.01.01
752	How to Conduct a Virtual Library Search	12	1,1	17.02.00	31.12.00
753	Сибирский межрегиональный центр поддержки	12	1,0	08.02.00	31.12.00
754	Радио Свобода	12	1,0	03.02.00	31.12.00
755	United Nations Development Programms	12	0,99	27.01.00	31.12.00
756	PND Philanthropy News Digest	11	11	26.12.00	18.01.01
757	Читинская областная организация Всероссийского общества инвалидов	11	11	03.01.01	16.01.01
758	The Gateway to Educational Materials (GEM)	11	5	16.11.00	02.01.01
759	ИТ-отрасль прозвала Интернет-революцию	11	5	14.11.00	31.12.00
760	Hellen Keller International	11	4	31.10.00	16.01.01
761	СПИСОК ИЗДАНИЙ ОБЩЕСТВА "МЕМОРИАЛ" (Москва)	11	5	10.11.00	30.12.00
762	ВЫСТАВКА-ЯРМАРКА НКО в Нижнем Новгороде	11	3	18.09.00	31.12.00
763	Российская служба научных новостей "ИнформНаука".	11	1,5	22.06.00	02.01.01
764	International Criminal Tribunal for the former Yugoslavia	11	1,5	23.06.00	31.12.00
765	The Centre for Development and Population Activities (CEDPA)	11	1,5	22.06.00	31.12.00
766	International Training Programs for NGOs	11	1,6	26.06.00	31.12.00
767	The Foundation Center	11	1,8	21.07.00	11.01.01
768	Leading to Beijing: Voices of Global Women	11	1,5	21.06.00	31.12.00
769	HateWatch	11	1,5	21.06.00	31.12.00
770	Fourth World Conference on Women-Women, Power and Change	11	1,5	20.06.00	04.01.01
771	Focus: HOPE	11	1,5	20.06.00	21.01.01
772	World Vision	11	1,5	19.06.00	20.01.01
773	Krasnoyarsk Center for Community Partnerships	11	1,5	19.06.00	22.01.01
774	ПРОГРАММА "ЗДОРОВЬЕ НАСЕЛЕНИЯ РОССИИ" ОБЪЯВЛЯЕТ ДВА ГРАНТОВЫХ КОНКУРСА, НАПРАВЛЕННЫХ НА РАЗВИТИЕ И СТАНОВЛЕНИЕ ОБЩЕЙ ВРАЧЕБНОЙ ПРАКТИКИ/СЕМЕЙНОЙ МЕДИЦИНЫ В РОССИИ	11	1,5	17.06.00	12.01.01
775	КОНКУРС БИБЛИОТЕЧНЫХ ПРОЕКТОВ "ОТКРЫТАЯ БИБЛИОТЕКА-2000"	11	1,5	16.06.00	31.12.00

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776	EnterpriseWorks Worldwide	11	2	06.09.00	20.01.01
777	United Nation's Development Programme	11	1,5	15.06.00	31.12.00
778	Public Interest Law Initiative in Transitional Societies	11	1,5	11.06.00	31.12.00
779	СЛУШАНИЯ "ПРОТИВОДЕЙСТВИЕ НЕЗАКОННОМУ ОБОРОТУ НАРКОТИКОВ И ПРАВА ЧЕЛОВЕКА. ПРОБЛЕМЫ ПРОФИЛАКТИКИ НАРКОТИЗМА, ЛЕЧЕНИЯ И РЕАБИЛИТАЦИИ БОЛЬНЫХ НАРКОМАНИЕЙ"	11	1,8	20.07.00	31.12.00
780	THE UNION INSTITUTE	11	1,4	31.05.00	31.12.00
781	Критика традиционной хронологии античности и средневековья (Какой сейчас век?)	11	1,4	28.05.00	18.01.01
782	Общественные объединения Дальнего Востока - Республика Саха (Якутия)	11	1,3	20.05.00	31.12.00
783	Общественные объединения Дальнего Востока - Приморский край I	11	1,3	20.05.00	31.12.00
784	NPower	11	1,3	18.05.00	10.01.01
785	eGroup	11	1,3	18.05.00	31.12.00
786	Nonprofit Sector Research Fund	11	1,3	17.05.00	31.12.00
787	Small business resources	11	1,3	17.05.00	20.01.01
788	Фонд "Беллона"	11	1,2	30.04.00	31.12.00
789	INDEPENDENT SECTOR	11	4	09.11.00	31.12.00
790	Aboriginal Law and Legislation	11	0,99	24.02.00	31.12.00
791	Introduction to the Virtual Library	11	0,98	23.02.00	31.12.00
792	Tacis	11	0,93	03.02.00	31.12.00
793	CharityNet	11	1,0	02.03.00	31.12.00
794	БИЗНЕС КОНСАЛТИНГ ГРУП	11	0,99	25.02.00	19.01.01
795	Региональная программа "Сибирь"	11	0,95	11.02.00	15.01.01
796	Фонд Андрея Сахарова	11	1,2	23.04.00	31.12.00
797	Общественная организация Кузбасский Центр "Инициатива"	11	0,84	28.12.99	31.12.00
798	Энциклопедия местного самоуправления	11	0,84	28.12.99	07.01.01
799	На лыжах с гор...RASC	10	9	18.12.00	16.01.01
800	The Teacher Training Agency	10	5	21.11.00	16.01.01
801	The Interstate New Teacher Assessment and Support Consortium (INTASC)	10	5	23.11.00	18.01.01
802	National Information Services and Systems (NISS)	10	4	16.11.00	18.01.01
803	The Hunger Project	10	3	23.10.00	31.12.00
804	The Foundation for International Community Assistance (FINCA)	10	4	10.11.00	11.01.01
805	The Brother's Brother Foundation	10	4	05.11.00	18.01.01
806	Белые Цветы	10	3	13.10.00	02.01.01
807	The Georgian Institute of Democracy	10	1,9	17.08.00	31.12.00
808	пятая ярмарка социальных проектов	10	1,6	18.07.00	31.12.00
809	"Новая Газета"	10	1,4	26.06.00	31.12.00
810	"Интеллектуальный капитал" (IntellectualCapital)	10	1,4	26.06.00	21.01.01
811	"Иностранец"	10	1,4	26.06.00	16.01.01
812	WPS (What the Papers Say)	10	1,4	26.06.00	06.01.01
813	КОНКУРС "РОССИЙСКИЕ КОРПОРАТИВНЫЕ БИБЛИОТЕЧНЫЕ СИСТЕМЫ (ВТОРОЙ ЭТАП)"	10	1,4	23.06.00	03.01.01
814	The Food and Agriculture Organization (FAO)	10	1,5	05.07.00	20.01.01
815	The Together Foundation	10	1,5	01.07.00	31.12.00
816	The Peter F. Drucker Foundation for Nonprofit Management	10	1,8	10.08.00	31.12.00

817	The Chronicle of Philanthropy	10	1,5	01.07.00	31.12.00
818	GLOBAL INTERNET LIBERTY CAMPAIGN	10	1,4	21.06.00	20.01.01
819	Дидактические основы дистанционного обучения в высших учебных заведениях	10	1,4	20.06.00	16.01.01
820	The UN Working for Women	10	1,4	15.06.00	31.12.00
821	Российское регулярное масонство	10	1,3	06.06.00	31.12.00
822	Региональный конкурс «Общественные миротворческие инициативы на Северном Кавказе».	10	1,3	26.05.00	31.12.00
823	NONPROFIT RESOURCE NETWORK	10	1,2	24.05.00	31.12.00
824	Helping.org	10	1,2	19.05.00	12.01.01
825	The Stockholm Challenge Award	10	1,2	17.05.00	20.01.01
826	Save the Children/USA	10	1,2	17.05.00	16.01.01
827	Counterpart International	10	1,2	17.05.00	31.12.00
828	The Ford Foundation	10	1,2	17.05.00	11.01.01
829	The Management Center	10	1,2	15.05.00	12.01.01
830	Австралийский центр прав человека (ANTRIC)	10	1,1	28.04.00	31.12.00
831	Central and Eastern European Internet Directory for Human Rights	10	0,93	07.03.00	31.12.00
832	Union of International Associations (UIA)	10	1,2	15.05.00	31.12.00
833	St.Petersburg Web Page	10	0,83	27.01.00	04.01.01
834	UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES	10	1,3	01.06.00	18.01.01
835	ICNPO : International Classification of NonProfit Activities	10	0,74	15.12.99	31.12.00
836	АССОЦИАЦИЯ ЗЕЛЕННЫХ КАРЕЛИИ: 10 ЛЕТ СО ДНЯ УЧРЕДИТЕЛЬНОЙ КОНФЕРЕНЦИИ	9	3	19.10.00	31.12.00
837	Ольга Туманова. Литературная страничка	9	2	03.10.00	05.01.01
838	ГОТОВИТСЯ К ВЫПУСКУ СПРАВОЧНИК ПРИРОДООХРАННЫХ ОРГАНИЗАЦИЙ СЕВЕРНОЙ ЕВРАЗИИ - ПОЛЬЗОВАТЕЛЕЙ ЭЛЕКТРОННОЙ ПОЧТЫ	9	2	29.09.00	31.12.00
839	Животные в опасности. Будут ли они жить, зависит от Вас.	9	2	14.09.00	31.12.00
840	ARMENIA NETWORK INFORMATION CENTER	9	2	21.09.00	31.12.00
841	HUMAN RIGHTS CENTER OF AZERBAIJAN	9	3	21.10.00	21.01.01
842	Foreign & Commonwealth Office (FCO)	9	1,6	10.08.00	31.12.00
843	Газета "Правда"	9	1,3	26.06.00	31.12.00
844	НТВ (телевидение)	9	1,3	26.06.00	31.12.00
845	Граждановедение (приложение к "Учительской газете")	9	1,4	07.07.00	31.12.00
846	World Health Organization (WHO)	9	1,3	23.06.00	16.01.01
847	International Security Network (ISN)	9	1,3	23.06.00	31.12.00
848	International Labour Organization (ILO)	9	2	30.09.00	31.12.00
849	Russia Today	9	3	12.10.00	16.01.01
850	Peace Brigades International	9	2	29.09.00	20.01.01
851	Europe and Eurasia Training Website	9	1,5	24.07.00	14.01.01
852	Nonprofit Career Network	9	1,3	21.06.00	31.12.00
853	Fourth World Conference on Women-Action for Equality, Development and Peace	9	1,3	20.06.00	31.12.00
854	Center for Defense Information	9	1,3	19.06.00	31.12.00
855	The Academy for Educational Development (AED)	9	1,2	15.06.00	06.01.01
856	Cottonwood Foundation	9	1,3	01.07.00	13.01.01

857	<u>InterAction's Commission on the Advancement of Women (CAW)</u>	9	1,3	20.06.00	15.01.01
858	<u>НОВОСТИ РЕГИОНАЛЬНОЙ ИНИЦИАТИВЫ</u>	9	1,5	20.07.00	21.01.01
859	<u>Centre for Peace, Non-violence and Human Rights</u>	9	1,1	26.05.00	31.12.00
860	<u>Energize</u>	9	1,1	19.05.00	04.01.01
861	<u>Ednannia - Joining Forces - Initiative Center to Support Social Action</u>	9	1,1	17.05.00	31.12.00
862	<u>The Aspen Institute</u>	9	1,1	17.05.00	31.12.00
863	<u>Молодежный Благотворительный Фонд "Возрождение Земли Сибирской"</u>	9	1,6	05.08.00	01.01.01
864	<u>Австралийский национальный университет</u>	9	1,0	30.04.00	31.12.00
865	<u>VOICE International</u>	9	0,90	30.03.00	31.12.00
866	<u>Center for Civil Society</u>	9	1,1	23.05.00	31.12.00
867	<u>Интерньюс Россия</u>	9	0,69	29.12.99	12.01.01
868	<u>Trends in Developing Economies (World Bank/CIESIN)</u>	9	0,70	05.01.00	16.01.01
869	<u>INTERACTION EVALUATION RESOURCES & Evaluation Interest Group (EIG)</u>	9	0,69	28.12.99	16.01.01
870	<u>УКАЗАТЕЛЬ СТАТЕЙ ЗАКОНА США О СКЛАДАХ В СОКРАЩЕННОМ ИЗЛОЖЕНИИ</u>	9	0,72	15.01.00	31.12.00
871	<u>Информационные угрозы и генетическое оружие</u>	8	8	27.12.00	19.01.01
872	<u>The California Digital Library (CDL)</u>	8	4	15.11.00	19.01.01
873	<u>Представительства организаторов выставок, ярмарок и конкурсов в Internet (РОСЭКСПОШОУ)</u>	8	3	21.10.00	19.01.01
874	<u>ОБЩЕСТВЕННЫЙ ФОНД "РЕГИОН" ПРИГЛАШАЕТ К СОТРУДНИЧЕСТВУ</u>	8	1,8	12.09.00	31.12.00
875	<u>Мегапроект "Пушкинская библиотека", программа "Автоматизация библиотек" объявляет Конкурс "Российские корпоративные библиотечные системы (второй этап)"</u>	8	1,3	20.07.00	18.01.01
876	<u>"Независимая Газета"</u>	8	1,1	26.06.00	31.12.00
877	<u>НОВЫЙ ЖУРНАЛ ДЛЯ УЧИТЕЛЕЙ-ЭКОЛОГОВ</u>	8	1,1	23.06.00	31.12.00
878	<u>North Atlantic Treaty Organization (NATO)</u>	8	1,1	22.06.00	06.01.01
879	<u>International Labour Organization</u>	8	3	11.11.00	31.12.00
880	<u>The International Atomic Energy Agency (IAEA)</u>	8	3	12.11.00	05.01.01
881	<u>The World Organization Against Torture</u>	8	2	25.09.00	18.01.01
882	<u>The Financial Aid Information Page</u>	8	1,7	01.09.00	16.01.01
883	<u>The Carter Center</u>	8	3	22.10.00	19.01.01
884	<u>Amnest y International</u>	8	3	25.10.00	31.12.00
885	<u>MICROCREDIT SUMMIT CAMPAIGN</u>	8	1,3	19.07.00	20.01.01
886	<u>The Hunger Project</u>	8	1,3	22.07.00	31.12.00
887	<u>The Chronicle of Philanthropy's Career Network</u>	8	3	11.11.00	31.12.00
888	<u>American Red Cross</u>	8	1,1	15.06.00	21.01.01
889	<u>Mapping the World of Women's Information Services</u>	8	3	09.11.00	13.01.01
890	<u>NGO and ACADEMIC RESOURCES</u>	8	1,1	15.06.00	31.12.00
891	<u>Benton Foundation</u>	8	0,96	19.05.00	03.01.01
892	<u>The NonProfit Times</u>	8	0,96	19.05.00	31.12.00
893	<u>Новый компаньон</u>	8	0,96	17.05.00	31.12.00
894	<u>Institutions of the European Union</u>	8	0,96	17.05.00	31.12.00
895	<u>World Bank Group</u>	8	1,1	15.06.00	19.01.01
896	<u>Information Society Website</u>	8	1,6	25.08.00	31.12.00
897	<u>Idealist</u>	8	3	02.11.00	01.01.01
898	<u>Американский союз гражданских свобод (ACLU)</u>	8	1,7	31.08.00	05.01.01

899	European Economic and Social Committee	8	0,76	15.03.00	31.12.00
900	Томское областное отделение Российского детского фонда	8	0,81	03.04.00	19.01.01
901	Детский фонд Республики Алтай	8	0,81	03.04.00	10.01.01
902	Межрегиональный Общественный Фонд Сибирский Центр Поддержки Общественных Инициатив	8	0,87	22.04.00	31.12.00
903	United Nations High Commissioner for Refugees-UNHCR	8	3	11.11.00	01.01.01
904	Internews	8	0,72	25.02.00	31.12.00
905	The	8	0,67	03.02.00	31.12.00
906	Counterpart Creative Center Charity Fund (CCC)	8	0,78	21.03.00	31.12.00
907	The World Factbook	8	0,66	26.01.00	31.12.00
908	The State of the World's Childrebn (UNICEF)	8	0,62	06.01.00	31.12.00
909	Благотворительная акция "Радуга"	7	3	21.11.00	14.12.00
910	The CEO Forum on Education and Technology	7	3	15.11.00	25.12.00
911	National Education Association (NEA)	7	4	23.11.00	02.01.01
912	Благотворительная акция "Маленький принц"	7	3	21.11.00	19.01.01
913	Ярмарка НКО в Нижнем	7	4	28.11.00	21.01.01
914	Журнал "Я-Чело-Век" №2	7	3	08.11.00	31.12.00
915	Журнал "Я-Чело-Век" №1	7	3	03.11.00	31.12.00
916	Holt International Children's Services	7	2	26.10.00	30.12.00
917	Карельское республиканское Общество защиты животных	7	1,6	14.09.00	31.12.00
918	Мегапроект "Пушкинская библиотека" и программа "Малые города" объявляют конкурс партнерских библиотечных проектов "Открытая библиотека - 2000"	7	1,1	20.07.00	31.12.00
919	"Комсомольская правда"	7	1,0	26.06.00	31.12.00
920	Аргументы и Факты (АиФ)	7	1,2	04.08.00	31.12.00
921	Organization of American States (OAS)	7	0,98	23.06.00	31.12.00
922	Hewitt and Johnston Consultants - Online Learning	7	3	09.11.00	31.12.00
923	International Affairs Resources (IANWEB)	7	3	11.11.00	01.01.01
924	The Center for World Indigenous Studies' Fourth World Documentation Project (FWDP)	7	1,1	21.07.00	31.12.00
925	Commission on Global Governance	7	3	09.11.00	14.01.01
926	Artists Against Racism	7	1,2	24.07.00	07.01.01
927	RESULTS	7	3	09.11.00	31.12.00
928	National Peace Corps Association	7	0,95	16.06.00	16.01.01
929	CQ Press	7	3	12.11.00	21.01.01
930	Gifts In Kind International	7	3	09.11.00	31.12.00
931	Air Serv International	7	0,95	15.06.00	18.01.01
932	African Crafts Online	7	0,95	15.06.00	30.12.00
933	US Women Connect (USWC)	7	2	10.10.00	31.12.00
934	Общественные объединения Дальнего Востока - Хабаровский Край	7	0,85	20.05.00	31.12.00
935	Общественная Палата Омской области	7	0,84	19.05.00	17.01.01
936	BibEc - Printed Papers in Economics	7	1,1	14.07.00	01.01.01
937	Washington Council of Agencies	7	3	09.11.00	01.01.01
938	The International Meeting of Associations Serving Grantmakers (IMAG)	7	3	12.11.00	07.01.01
939	The Council on Foundations	7	0,82	11.05.00	31.12.00
940	Организация по правам человека - Перу (APRODEH)	7	0,78	30.04.00	16.01.01

941	Euro Citizen Action Service	7	3	11.11.00	01.01.01
942	Policy.com	7	0,68	21.03.00	01.01.01
943	Pact	7	3	12.11.00	04.01.01
944	The Moscow Times	7	0,58	29.01.00	31.12.00
945	Grantmakers for Effective Organizations: Inaugural Conference Report	7	0,53	28.12.99	01.01.01
946	The National Board for Professional Teaching Standards	6	3	23.11.00	31.12.00
947	Library Spot	6	3	17.11.00	19.01.01
948	Food for the Hungry	6	2	30.10.00	31.12.00
949	В помощь тебе, Выпускник!	6	2	03.11.00	31.12.00
950	ИНСТИТУТ "ОТКРЫТОЕ ОБЩЕСТВО" ПРИГЛАШАЕТ ИЗДАТЕЛЕЙ К УЧАСТИЮ В ПРОЕКТАХ	6	1,4	12.09.00	31.12.00
951	Алтайская краевая общественная организация "Поддержка общественных инициатив"	6	1,1	10.08.00	13.01.01
952	"Общая Газета"	6	0,87	30.06.00	31.12.00
953	Europa Homepage	6	3	11.11.00	01.01.01
954	Court of Justice of the European Community	6	2	09.11.00	31.12.00
955	Sierra Club - Human Rights and the Environment Campaign	6	3	12.11.00	31.12.00
956	Corporate Watch	6	0,97	21.07.00	31.12.00
957	The Central Committee for Conscientious Objectors	6	0,83	19.06.00	20.01.01
958	Committee to Protect Journalists	6	3	12.11.00	19.01.01
959	United Nations Population Information Network (POPIN)	6	0,81	15.06.00	31.12.00
960	The President's Interagency Council on Women	6	3	11.11.00	01.01.01
961	The Mandel Center for Nonprofit Organizations	6	0,74	24.05.00	31.12.00
962	American Humanics	6	3	12.11.00	01.01.01
963	The Energy Communities Alliance	6	3	11.11.00	01.01.01
964	Institute for War & Peace Reporting	6	2	09.11.00	01.01.01
965	Inter-regional Public Foundation Siberian Civic Initiatives Support Center	6	3	12.11.00	01.01.01
966	Общественная организация Кузбасский Центр "Инициатива"	6	0,67	01.05.00	01.01.01
967	The Institute for Sustainable Communities (ISC)	6	3	11.11.00	01.01.01
968	U.S. Department of State, International Information Programms	6	3	12.11.00	01.01.01
969	USAID Agency for International Development	6	3	11.11.00	01.01.01
970	STAT-USA. GLOBUS (Commerce department)	6	2	09.11.00	01.01.01
971	United Nations Development Fund for Women (UNIFEM)	5	0,68	15.06.00	01.01.01
972	Summer School - "The European System of Human Rights Protection"	5	2	12.11.00	01.01.01
973	American Council for Voluntary International Actions	5	2	13.11.00	01.01.01
974	MUSIC'a - авторский сайт о современной российской музыке	4	4	15.01.01	20.01.01
975	профилактика ВИЧ-инфекции	4	1,7	14.11.00	27.12.00
976	ГНЦ РФ НПП Технология г. Обнинск	4	3	05.12.00	01.01.01
977	The Democracy Center	4	1,7	11.11.00	01.01.01
978	astalavista.box.sk - the search engine for security related websites	3	3	19.01.01	21.01.01
979	История успеха. Клуб "Стимул"	2	2	19.01.01	22.01.01
980	История Успеха - Новороссийские Игры - 99	1	0,50	24.11.00	24.11.00

981	История Успеха - Переписка помогает заключенным				
982	Success Story - Pen Pal Program for Prisoners				
983	Success Story - NGO Fair				
984	Success Story - Counseling for a Girl with a Birth Defect				
985	История Успеха - Детский Клуб Эделвейс				
986	История Успеха - Женская Конференция Сочи				
987	История Успеха - Ремесло Помогает Обрести Независимость				

Время по Гринвичу (UTC): 22 января 2001 07:56:21 Версия: 1.48.4

Программа поддержки некоммерческого сектора (ППНС)

Финансируется Агентством по Международному Развитию США (USAID)

Осуществляется World Learning (США) совместно с Центром Поддержки НКО (Россия)

Публикации по программе из Ассоциации «Поволжье»

№ п/п	Название публикации	Кем издано	№ проекта	Дата издания	Кол-во страниц
1	Газета»Наш молодежный акцент»	Фонд»Гражданин Кинель Черкас-гражданин России»	С-6	2000год	4 стр.А4
2	Информбюллетень»Десница»	СОО инвалидов-колясочников»Десница»	С-7	2000год	4 стр.А4
3	Методическое пособие	ОО Самарская областная федерация спортивного туризма	С-44	2000год	65стр.А5+Приложения
4	Информбюллетень ДиМо г.Тольятти	ГОО»Ассоциация Учащейся Молодежи»	Т-9	2000год	12стр.А4
5	Потребкооперативы финансовой взаимопомощи: теория и практика	ПСФВ»Участие Плюс»	Т-7	2000год	93 стр.А4
6	Альманах»Солнечные протуберанцы»	РОО»Медико-реабилитационный центр инвалидов-опорников»Преодоление»	Т-2	2000год	16 стр.А5
7	Газета»Я-женщина»	ОО»Совет женщин Автозаводского района»	Т-1	2000год	2 П.Л.
8	Информбюллетень Клуб «Здоровый человек»	ОО «Движение Тольятти-Здоровый город»	Т-13	2000год	2 стр.А4
9	Информбюллетень»Благотворительность и дети»	Федерация Детских Организаций	С-46	2000год	12 стр.А4
10	Сборник»4 межрегиональный фестиваль актива детских объединений»	Федерация Детских Организаций	С-46	2000год	18 стр.А5
11	Сборник»Детское движение Самарской области»	Федерация Детских Организаций	С-46	2000год	50 стр.А5
12	Сборник»Самарский Калейдоскоп»	Федерация Детских Организаций	С-46	2000год	58 стр.А5
13	Сборник»Специализированное информационное бюро для инвалидов»	СГОРОИ»Равенство»	С-14	2000год	14 стр.А5
14	Сборник»Знай свои права»	СГОРОИ»Равенство»	С-14	2000год	100 стр.А5
15	Сборник»Умей управлять собой»	СГОРОИ»Равенство»	С-14	2000год	37 стр.А5
16	Справочник «Сервис для инвалидов Самары»	СГОРОИ»Равенство»	С-14	2000год	26 стр.А5
17	Сборник»Льготы для инвалидов»	СГОРОИ»Равенство»	С-14	2000год	230 стр.А4
18	Методика»Предупреждение межличностных конфликтов»	СГОРОИ»Равенство»	С-14	2000год	190 стр.А4
19	Пособие» Планирование деятельности в НКО»	АНО»Третий сектор»	Т-6	2000год	55 стр.А5
20	Пособие»Изучение MS Excel»	АНО»Третий сектор»	Т-6	2000год	34 стр.А5
21	Справочник»Ресурсы НКО г.Тольятти»	АНО»Третий сектор»	Т-6	2000год	72 стр.А5
22	Общественная газета	АНО»Третий сектор»	Т-6	2000год	6 стр.А4
23	Сборник»Радуга»	Территориальная ОО РСМ-Самарский Союз Молодежи	С-53	2000 год	29 стр.А4
24	Сборник»Молодежные Общественные Объединения»	Территориальная ОО РСМ-Самарский Союз Молодежи	С-53	2000 год	33 стр.А4
25	Справочник»Государственные и общественные организации г.Сызрани»	Участок «Колос» МООИ»Равный»	Т-3	2000 год.	22 стр.А4

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**Список материалов изданных за
время грантовой программы
СЦПОИ**

Номер	Название	Кем издано	Номер проекта	дата	Кол-во страниц
1	«Взаимодействие со СМИ для некоммерческих организаций Бурятии»	РОО «Союз Молодежи Республики Бурятия» РСМ (Улан-Удэ)	T7500-UL-5	2000	26
2	«Ребенок должен знать свои права»	Городской некоммерческий Фонд поддержки программ и инициатив для детей и молодежи «Новое поколение» (Улан-Удэ)	T7500-UL-3	2000	19
3	«Мой журнал» Информационно-методический сборник (6 частей)	Омский Скаутский Центр «Сибирь»	T7500-OM-1	2000	31 32 36 32 40 40
4	1. «Проблемы и пути повышения эффективности защиты прав женщин, детей и молодежи» 2. «Конституционные права женщин и детей. Способы их защиты» 3. «Права молодежи и женщин в сфере труда и занятости» 4. «Основы жилищного законодательства РФ» 5. «Основы семейного и наследственного законодательства РФ»	Омская региональная общественная организация «Женская инициатива»	T7500-OM-2	Июнь 2000 Октябрь 1999 Январь 2000 Март 2000 Март 2000	165 30 63 40 54
5	«Настольная книга крестьянина» (2 части)	Аграрный центр информационно-консультационного обслуживания населения – АгроЦИКОН (Новосибирск)	T7500-NS-23	1999 200	54 56

6	1. «Приемные семьи новосибирской области»	Благотворительный фонд предпринимателей «Регион-Трейд»	T7500-NS-15	2000	35
	2. «Аспекты федерального законодательства»			2000	44
7	1. «Здоровье семьи» 2. «Права семьи» 3. «Нравственное воспитание подрастающего поколения»	Общественная организация КРАМС (Новосибирск)	T7500-NS-14	Июнь 2000	46 53
				Февраль 2000	43
				Июнь 2000	
8	«Найди себя здесь»	Иркутская областная общественная организация Российского Общества Красного Креста	T7500-IR-9	2000	26
9	Информационный вестник (6 выпусков) Методические рекомендации	Общественная организация Иркутской области «Федерация детских организаций»	T7500-IR-11	1999	46
				2000	12
					30
					70
			1999	51	
				40	
10	1. «В помощь правовому самообразованию инвалидов и семей с детьми инвалидами» 2. «Обучение детей бытовым навыкам» 3. «Дети с недостатками развития»(3 части)	Алтайская краевая общественная организация инвалидов «Спортивно-оздоровительный клуб «ИНВ-ЭСКО-СПОРТ»	T7500-BAR-1	1999	46
				1999	38
				2000	(46,94,142)
11	«Для молодежи»	Центр молодежной информации Алтайского края (Барнаул)	T7500-BAR-6	Февраль 2000	85
12	«Итоги благотворительного сезона – 99»	Общественная Палата Омской области Совет Общественных организаций	T7500-OM-3	Апрель 2000	143
13	«Вольная птица»	Томское региональное отделение общественной организации «Всероссийское общество инвалидов»	T7500-TOM-8	2000	
14	«Путеводитель для выпускников детских домов, интернатных учреждений»	Некоммерческое партнерство «Сибирский образовательно-консультационный центр «Коннект»	T500-69	2000	35
15	1. «Что должны знать родители детей-	Байкальский Благотворительный фонд (Улан-	T500-64	2000	15

	инвалидов», 2. «К независимой жизни»	Удэ)		2000	27
16	«Горы. Тайга. Человек. Безопасность.»	Общественной экологической организацией «Инициатива» (Междуреченск)	T500-63	2000	35
17	«Методические рекомендации по организации совместной деятельности детей с ограниченными возможностями и их здоровых сверстников «Мы вместе»	Городской общественной детской организацией «Радуга» (Омск)	T500-61	2000	30
18	«Историко-этнографический парк Сибири»	Общественно-культурный комплекс «Столица Сибири» (Новосибирск)	T500-58	2000	15
19	«Пособие по защите прав семьи»	Городская общественная организация Центр Содействия Повышению Родительской Культуры «Озарение» (Новосибирск)	T500-56	2000	26
20	1. «Права ребенка в семье» 2. «Как предотвратить насилие в школе, на улице» 3. «Подросток и правоохранительные органы» 4. «Какие законы защищают права подростка»	Общественная организация «Мост Надежды» (Тюмень)	T500-50	2000	10 8 7 26
21	Информационный вестник	Алтайская краевая общественная организация «Ассоциация социальных педагогов и социальных работников»	T500-46	Июль 2000	8
22	«Сибирский чернобылец»	Общественная организация Сибирский региональный «Союз Чернобыль»	T500-43	Июль 2000	221
23	«Инфекционно-воспалительные заболевания мочеполовой системы»	Общественный научный фонд Поддержки научных исследований в области внелегочного туберкулеза	T500-33	Март 2000	136
24	«Профилактика ВИЧ-инфекций»	Омская региональная общественная организация Центр «Сибирская Альтернатива»	T500-32	2000	51
25	«Семинар-тренинг для волонтеров Агентства по оказанию помощи людям, имеющим алкогольную и наркотическую зависимость»	Общественная организация «Матери против наркотиков» г. Юрга	T500-30	Февраль 2000	28

26	«Визитная карточка»	Красноярской региональной детско-молодежной общественной организацией «Ассоциация любителей видео»	T500-29	Февраль 2000	46
27	1. «Кто предупрежден – тот спасен» 2. «От знаний к осознанности»	Иркутская региональная ассоциация «Мы против наркомании»	T500-27	2000 2000	20 79
28	1. «Наркозависимость: что делать и кто виноват» 2. «Несколько слов о наркотиках»	Иркутская региональная ассоциация «Мы против наркомании»	T500-27	2000 200	48 6
29	«Экспериментальная работа школьников в решении экологических проблем томской области»	Общественная организация «Детско-Юношеский Экологический Центр» (Томск)	T500-26	Февраль 2000	120
30	«Давайте работать вместе»	Красноярская краевая общественная организация инвалидов «АУМ»	T500-22	2000	47
31	«Самостоятельная активность в художественном творчестве как средство выхода из кризисной ситуации»	Ассоциация мастеров декоративно-прикладного искусства, художественный промыслов и ремесел» (Красноярск)	T500-21	Декабрь 1999	29
32	«Право ребенка – право гражданина»	Омское региональное отделение Молодежный Союз Юристов	T500-16	1999	132
33	«Моя Планета»	Новосибирская региональная экологическая общественная организация «Сибирский Экологический фонд» НРЭОО «СЭФ»	T500-11	1999	52
34	«Работающие студенты Новосибирска»	Новосибирской городской общественной организацией "ДемКлуб"	T500-10	Сентябрь 1999	67
35	«Вступающему в жизнь»	Омский Центр независимой потребительской экспертизы	T1000-21	2000	105
36	«Азбука правовой культуры»	Городская общественная организация по правам человека «Партнер»	T1000-19	2000	48
37	«Международный билль о правах человека»	РООФ «Телекей» (Горно-Алтайск)	T1000-18	2000	25
38	«Чистая вода глазами детей»	Общественная организация «Новосибирский областной комитет охраны водных ресурсов»	T1000-16	Январь 2000	20
39	«Как не бояться проверок»	Новосибирская городская общественная организация «Клуб лидеров»	T1000-15	2000	150
40	«Этюды абилитационной педагогики: из	Городская общественная организация «Центр	T1000-14	2000	146

	опыта «Школы Бороздина»	социальной абилитации детей-инвалидов (Центр Бороздина)			
41	1. «Как обжаловать решение (определение) суда», 2. «Как предъявить иск »	Общественная организация «Тюменский мемориал»	T1000-01	Январь 2000 Сентябрь 1999	30 37
42	«Подросткам о наркотиках и наркомании»	Читинская региональная общественная благотворительная организация «Спасательный круг»	T7500-CH-1	2000	31
71					

Тюменская область государственного университета педагогического образования и социальных наук
 Тюменский государственный университет
 Тюменский институт государственного управления
 Тюменский институт государственного образования
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 Тюменский институт государственного технического транспорта
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 Тюменский институт государственного технического дизайна
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NGO Publications Financed by USAID through SRRC while Implementing
 "NGO Sector Support in Southern Russia" Program

#	Title	Publisher	Project number	Resource Center	Year	Number of pages
1.	A Step to Future. A Guide for the parents of disabled	Krasnodar: Zdravstvuite	99-K-03	SRRC	1999	72
2.	Bulletin of the Project "Charitable Hands" aimed at supporting elderly and disabled people. Issue 1	Taganrog: Human Rights Center	99-PO-02	SRRC	2000	21
3.	Bulletin of the Project "Charitable Hands" aimed at supporting elderly and disabled people. Issue 2	Taganrog: Human Rights Center	99-PO-02	SRRC	2000	25
4.	Looking for a Job	Krasnodar: Center for Youth Social Support	99-K-04	SRRC	2000	63
5.	Zagrai L.V. A new way of young disabled people's life in Taganrog	Taganrog: Board of Trustees for the Disabled since Childhood	99-PO-03	SRRC	2000	50
6.	Rehabilitation of the children -- victims of local wars. Experience of the Rostov Regional Movement of the Chechen Conflict Victims	Rostov-on-Don: Regional Movement of the Chechen Conflict Victims	99-P-04	SRRC	2000	99
7.	Experience of implementing legislation in Legal Aid Center of "Donskaya Association of Migrants"	Rostov-on-Don: Donskaya Association of Migrants	99-P-01	SRRC	2000	60
8.	The family's contribution in rehabilitation of handicapped children	Sochi: KRPF for Handicapped Children	99-KK-03	SRRC	2000	28
9.	Social guaranties for the family having a disabled child	Sochi: KRPF for Handicapped Children	99-KK-03	SRRC	2000	132
10.	Fedorchenko S. Job today. The ways of searching for and getting a job in Russia	Krasnodar: Club for Unemployed, Taiga,	99-K-02	SRRC	2000	95
11.	Yuryeva C.M., Kustiyukov V.M. Technology of a combined influence on teenagers with	Sochi: Edelweiss	99-KK-02	SRRC	2000	15

	favorable environment and psychological training					
12.	Proceedings of the Forum of Southern Russia NGOs engaged in resolving migrants' problems. Essentuki, Stavropol Region, 10-12 March	Stavropol: Order of Mercy and Social Support	99-C-01	SRRC	2000	130

Публикации общественных организаций, издание которых было профинансировано USAID через Южный Региональный Ресурсный Центр в рамках программы «Поддержка некоммерческого сектора»

№ п/п	Название публикации	Кем издано	Номер проекта	Название регионального центра	Дата издания	Количество страниц
1.	Шаг в будущее. Пособие для семей, воспитывающих детей с ограниченными возможностями	Краснодар: Краснодарское изд-во «Здравствуйте!»	99-К-03	ЮРРЦ	1999	72
2.	Бюллетень проекта «Руки милосердия» помощи пожилым и инвалидам. Выпуск 1	Таганрог: РООИ «Центр по правам человека»	99-РО-02	ЮРРЦ	2000	21
3.	Бюллетень проекта «Руки милосердия» помощи пожилым и инвалидам. Выпуск 2	Таганрог: РООИ «Центр по правам человека»	99-РО-02	ЮРРЦ	2000	25
4.	Ищу работу	Краснодар: ККМОУ «Центр социальной поддержки молодежи»	99-К-04	ЮРРЦ	2000	63
5.	Заграй Л.В. О новой форме жизненного устройства молодых инвалидов в г. Таганроге	Таганрог: Полечительское общество помощи инвалидам детства	99-РО-03	ЮРРЦ	2000	50
6.	Оздоровление детей-жертв военных конфликтов. Опыт работы Ростовского регионального общественного Движения пострадавших в чеченском конфликте	Ростов-на-Дону: Ростовское региональное общественное Движение пострадавших в чеченском конфликте	99-Р-04	ЮРРЦ	2000	99
7.	Опыт правоприменительной практики юридического пункта «Донской ассоциации мигрантов»	Ростов-на-Дону: Донская ассоциация мигрантов	99-Р-01	ЮРРЦ	2000	60
8.	Роль семьи в реабилитации детей-инвалидов/Состав.: О.Г.Махов, Б.О.Касумян, Е.Н.Карасева	Сочи: КГОФ детей-инвалидов	99-КК-03	ЮРРЦ	2000	28
9.	Семья с ребенком-инвалидом. Социальная защита	Сочи: КГОФ детей-инвалидов	99-КК-03	ЮРРЦ	2000	132
10.	Федорченко С. Работа сегодня. Как искать и находить работу в России	Краснодар: КГОО «Клуб безработных» и Изд. группа	99-К-02	ЮРРЦ	2000	95

		«Тайга»				
11.	Юрьева С.М., Кустюков В.М. Методика комплексного воздействия на несовершеннолетних с использованием природных факторов и психотренинга	Сочи: СГДОО «Эдельвейс»	99-КК-02	ЮРРЦ	2000	15
12.	Форум общественных организаций Юга России, занимающихся решением проблем миграции./Сборник материалов. 10-12 март 2000 г., г. Ессентуки, Ставропольский край.	Ставрополь: СКО МБОУ «Орден милосердия и социальной защиты»,	99-С-01	ЮРРЦ	2000	130

ПРИЛОЖЕНИЕ #3

СПИСОК ПУБЛИКАЦИЙ ЮРРЦ, ИЗДАННЫХ В РАМКАХ ПРОГРАММЫ
«РАЗВИТИЕ НЕКОММЕРЧЕСКОГО СЕКТОРА НА ЮГЕ РОССИИ»

1. Аннотации социальных проектов НКО г. Ставрополя. Ярмарка НКО г. Ставрополя: конкурс социальных проектов. – Ставрополь, ЮРРЦ, 1998. – 50 с
2. Ярмарка НКО г. Ставрополя: Опыт проведения, материалы, рекомендации. – Ставрополь, ЮРРЦ, 1998. – 28 с. . .
3. НКО и государство. Анализ опыта сотрудничества. – Ставрополь, ЮРРЦ, 1998. – 25 с
4. Истории успеха. Из опыта некоммерческих организаций Юга России. – Краснодар, ЮРРЦ, 1998. – 64 с
5. Аннотации социальных проектов НКО г. Сочи. Ярмарка НКО г. Сочи. – Сочи, ЮРРЦ, 1998. – 28 с
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7. Ярмарка НКО г. Новочеркаска. – Новочеркасск, ЮРРЦ, 1999..
8. Воронин С.Н. Пилотный анализ законодательства по Краснодарскому краю в части функционирования и развития некоммерческих организаций. – Краснодар, ЮРРЦ, 1999. – 30 с. .
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12. Ежеквартальный журнал "Идеалист" . .
13. Палата женской общественности г. Таганрога. – Таганрог, ЮРРЦ, 1999. 8 с. . .
14. Брошюра "Конкурс публикаций на лучшее освещение деятельности НКО "Третий сектор глазами журналистов". – Краснодар, ЮРРЦ, 1999. – 12 с. . .
15. Справочник региональных тренеров и консультантов для некоммерческих организаций. Краснодар: ЮРРЦ, 1999. – 55 с
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19. Конкурсы проектов общественных организаций Юга России. Результаты программы 1999-2000 года. Информационно-методический сборник / Г.Б. Подольный. - Краснодар.: ЮРРЦ, 2000. - 58с.
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Novgorod

Публикации, изданные НЦП НКО, координаторами и в ходе программы микрогрантов

№	Название публикации	Кем издано	Номер проекта/название регионально го центра	Дата издания	Количество страниц
1	Информационный бюллетень «МеценатЪ»	НЦП НКО		Декабрь 1999	12 стр.
2	Информационный бюллетень «МеценатЪ»	НЦП НКО		Апрель 2000	12 стр.
3	Информационный бюллетень «МеценатЪ»	НЦП НКО		Июнь 2000	12 стр.
4	Информационный бюллетень «МеценатЪ»	НЦП НКО		Август 2000	12 стр.
5	Информационный бюллетень «МеценатЪ»	НЦП НКО		Ноябрь 2000	12 стр.
6	Справочник «НКО 2000. Великий Новгород»	НЦП НКО		Март 2000	45 стр.
7	Информационный бюллетень «Успех. Новости некоммерческого сектора»	Новгородская региональная общественная организация «Успех».	КП-99/07	Апрель 2000	8 стр.
8	Информационный бюллетень «Успех. Новости некоммерческого сектора»	Новгородская региональная общественная организация «Успех».	КП-99/07	Май 2000	8 стр.
9	Информационный бюллетень «Успех.	Новгородская региональная общественная	КП-99/07	Июнь 2000	8 стр.

	Новости некоммерчес кого сектора»	организация «Успех».			
10	Брошюра «Точечный массаж»	Российское межрегионал ьное благотворите льное некоммерчес кое учреждение «Родничок». Центр психологичес кой поддержки инвалидов.	КК-99/12	Март 2000	31 стр.
11	Брошюра «Сегментарн ый массаж»	Российское межрегионал ьное благотворите льное некоммерчес кое учреждение «Родничок». Центр психологичес кой поддержки инвалидов.	КК-99/12	Март 2000	35 стр.
12	Брошюра «Анатомичес кие, физиологичес кие и гигиенически е основы массажа»	Российское межрегионал ьное благотворите льное некоммерчес кое учреждение «Родничок». Центр психологичес кой поддержки инвалидов.	КК-99/12	Март 2000	39 стр.
13	Брошюра «Массаж при травмах и повреждения х опорно-	Российское межрегионал ьное благотворите льное	КК-99/12	Март 2000	23 стр.

	двигательного аппарата»	некоммерческое учреждение «Родничок». Центр психологической поддержки инвалидов.			
14	Брошюра «Приемы массажа»	Российское межрегиональное благотворительное некоммерческое учреждение «Родничок». Центр психологической поддержки инвалидов.	КК-99/12	Март 2000	43 стр.
15	Брошюра «Детский церебральный паралич»	Российское межрегиональное благотворительное некоммерческое учреждение «Родничок». Центр психологической поддержки инвалидов.	КК-99/12	Март 2000	47 стр.
16	Брошюра «Массаж при заболеваниях нервной системы»	Российское межрегиональное благотворительное некоммерческое учреждение «Родничок». Центр психологической поддержки	КК-99/12	Март 2000	35 стр.

		инвалидов.			
17	Брошюра «Массаж при заболеваниях органов дыхания и органов пищеварения. »	Российское межрегионал ьное благотворите льное некоммерчес кое учреждение «Родничок». Центр психологичес кой поддержки инвалидов.	КК-99/12	Март 2000	43 стр.
18.	Памятка с информацией о признаках употребления наркотиков и адресах помощи	Новгородская городская общественна я организация «Союз валеологов»	КК-99/13	Апрель 2000	2 стр.
19.	Брошюра «Помоги себе сам».	Новгородско е областное диабетическо е общество инвалидов	ИМ-99/01	Май 2000	41 стр.
20.	Брошюра «Информаци я для родителей, имеющих детей с синдромом Дауна».	Новгородская региональная общественна я организация инвалидов «Центр социальной помощи детям инвалидам детства «Вита»	ИМ-99/03	Май 2000	11 стр.
21.	Брошюра «Формирован ие навыков самообслужи вания, хозяйственно -бытового и ручного труда у детей с умственной	Новгородская региональная общественна я организация инвалидов «Центр социальной помощи детям	ИМ-99/03	Май 2000	22 стр.

	ограниченнос тью».	инвалидам детства «Вита»			
22	Брошюра «Основные направления занятий с детьми, имеющими тяжелую форму умственной ограниченнос ти».	Новгородская региональная общественна я организация инвалидов «Центр социальной помощи детям инвалидам детства «Вита»	ИМ-99/03	Май 2000	13 стр.
23	Брошюра «Здоровье — это понятие о жизни»	Валдайская районная общественна я организация «Клуб природного оздоровления Источник»	ИМ-99/04	Май 2000	73 стр.
24	Бюллетень «Охранная грамота № 5»	Областная общественна я организация «Новгородск ий Клуб «Экология»	ИМ-99/05	Апрель 2000	18 стр.
25	Бюллетень «Охранная грамота № 6»	Областная общественна я организация «Новгородск ий Клуб «Экология»	ИМ-99/05	Май 2000	22 стр.
26	Буклет серии «Знайте Ваши права».	Новгородская областная общественна я организация «Новгородск ое общество потребителей »	ИМ-99/06	Май 2000	2 стр.
27	Информацио нно-	Новгородски й областной	ИМ-99/09	Май 2000	67 стр.

	методический сборник «Сфера».	общественный фонд «Ковчег»			
28	Пособие «Призывник»	Общественная организация «Союз юристов Новгородской области».	ИМ-99/10	Май 2000	17 стр.
29	Информационно-образовательная брошюра «В помощь тебе, выпускник».	Новгородское областное отделение Российского детского фонда.	ИМ-99/12	Май 2000	52 стр.
30	Брошюра «Ребенок с особенностями и в развитии. Вопросы и ответы.»	Региональная общественная организация «Гефест»	ИМ-99/14	Май 2000	31 стр.

Красным цветом выделено то, что еще планируется издать.

Список публикаций по 2-ому компоненту программы.

1.	Руководство по ведению двойного учета согласно российским и американским стандартам для некоммерческих организаций	MAG Consulting	2-й компонент	1999-2000	44 страницы основного текста и 65 страниц приложен ий
2.	Конфигурация для НКО "1С:Бухгалтерия 7.7"	ПиБи; на основе рекомендаций MAG Consulting	2-й компонент	1999-2000	
3	Отчеты когсультантов	Консультанты, приглашенные работат с НКО	2-й компонент	1999-2000	Всего около 350 страниц включая приложен ия

PERFORMANCE MONITORING PLAN

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/APPROACH OF DATA COLLECTION OR CALCULATION	ANALYSIS, USE & REPORT	
				SCHEDULE BY MANAGEMENT EVENT	RESPONSIBLE PERSON(S) & TEAM
Component 1					
<p>I.# of consultations between target NGOs and government officials</p>	<p>Definition: Consultations are professional services, providing justifiable specific answers to specific questions, in writing or orally, when the person providing the service has no power to ensure implementing of the recommendation.</p> <p>Target NGOs - service recipients under NGOSS program, who receive one of or all the following services:</p> <ol style="list-style-type: none"> 1) consultancy services 2) referral services 3) technical services 4) training services 5) grants. <p>Unit: Number</p>	<p>Quarterly reports from the Centers and NGOSS quarterly report to USAID</p>	<p>The centers keep track of their consultations with the local government, and consultations reported by other NGOs – their clients, in their region on ongoing basis, Mary receives reports from each of the centers. She simply adds the number of consultations submitted by each of the NGOs and submits this to USAID in her quarterly report. The related registration forms for each of the centers are attached to this format.</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers: At NGOSS Mary Heslin.</p>

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<p>2. # of expert commentaries submitted to local officials on policy issues in the target regions.</p>	<p>Definition: Target Regions include every oblast'/city the four centers work with. Expert Commentary is a written commentary, addressed and submitted (registered) to a governmental agency/body, and signed by a specialist in a related policy development issue. Policy issues include legislative process which affects development of NGOs, environment of NGO activities, or interests of NGOs' clients Unit: Number</p>	<p>Quarterly reports from the Centers and CNGOS quarterly report to USAID Copies of the actual commentaries available at the centers</p>	<p>Copies of the expert commentaries (original written paper, or published full-text commentary or brief synopsis with the names of the people who participated in its creation) provided by the Centers and/or client NGOs, will be kept at the centers' files. The number of commentaries on file are simply counted and reported on in the quarterly report.</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers: At NGOSS Mary Heslin.</p>
<p>3.# of new projects undertaken by target NGOs with support from local government and/or businesses in target areas</p>	<p>Definition: New projects-new types of activity, started after September 98, with determined timeframe, regional focus, clientele and budget. Target areas - four regions of Russia, covered by NGOSS. Support includes both in-kind and financial resources provided for the implementation of the project. Unit: # of projects supported by local government and/or businesses</p>	<p>Quarterly reports from the Centers and NGOSS quarterly report to USAID</p>	<p>Descriptions of the projects supported will be kept at the centers' files. The number of projects on file are simply counted and reported on in the quarterly report</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers: At NGOSS Mary Heslin.</p>

<p>4. # of NGOs registered in target geographic areas.</p>	<p>Definition: NGOs-non-profit non-governmental organizations, registered in accordance with Federal Law on Charity, Federal Law on Public Associations, and Law on non-profit organizations. Unit: Number of NGOs registered</p>	<p>Government records kept by the regional Statistics Committee and regional Registration Chamber,</p>	<p>Figures procured from governmental agencies will be registered and will be kept at the centers' files. The number of registered NGOs on file are simply counted and reported on in the quarterly report</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers: At NGOSS Mary Heslin.</p>
<p>5. Percent of NGOs that received training or consultation in fundraising that has taped new funding sources.</p>	<p>Definition: New Sources includes new for an NGO sources of financial or in-kind (excluding volunteers) support (both local and foreign) from which additional funds were raised. Unit: Percent where the denominator is the number of NGOs who receive fundraising training from the NGO resources centers and the numerator is the number of those receiving training that did raise funds from new sources.</p>	<p>Quarterly reports from the Centers and CNGOS quarterly report to USAID</p>	<p>The Centers keep list of NGOs-participants of their training events in fundraising with contact information, and check once a quarter if the trainee managed to raise funds from the new sources (within 6 months after training for local, and up to 1 year - for international sources). This information is recorded in the logs (see form below). The numbers are simply counted and reported on in the quarterly report. Descriptions of the "fundraising success stories" will be kept at the centers' files and presented to NGOSS quarterly to be included into the "Best Practices" Manual.</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers: At NGOSS Mary Heslin.</p>

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<p>6. Number of NGOs from target areas that participated in short-term, issue-based coalitions.</p>	<p>Definition: Issue-based coalition is a voluntary association of two or more NGOs for implementing specific tasks/reaching specific objectives to advocate the interests of a client group.</p> <p>Unit: Number of NGOs Number of coalitions Number of coalitions (2-3 participants) Number of coalitions (4-10 participants) Number of coalitions (more than 10 participants)</p>	<p>Quarterly reports from the Centers and CNGOS quarterly report to USAID</p>	<p>The Centers keep list of coalitions and of NGOs participated in those (without double counting) created with their participation or as a result of their program activities. This information is recorded in the logs (see form below). The coalitions/numbers/coalition scales are simply counted and reported on in the quarterly report. Descriptions of the "coalition success stories" will be kept at the centers' files and presented to NGOSS quarterly to be included into the "Best Practices" Manual.</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers: At NGOSS Mary Heslin.</p>
<p>7. Number of consultations and referral services * (excluding training services) provided to NGOs in target areas</p>	<p>Definition: Consultations are professional services, providing proven specific answers to specific questions, in writing or orally, when the person providing the service has no power to ensure implementing of the recommendation.</p> <p>Referral service is provision of information without giving recommendations; these services do not require specific professional skills (excluding mailing lists and list-serves).</p> <p>Target areas - four regions of Russia, covered by NGOSS</p> <p>Unit: Number of consultations number of referral services</p>	<p>Quarterly reports from the Centers and CNGOS quarterly report to USAID</p>	<p>The Centers keep track of consultations/referral services provided on ongoing basis by using registration forms. The #s are calculated on the quarterly basis and submitted to NGOSS with quarterly reports. Mary Heslin adds the number of consultations/referral services submitted by each of the NGOs and submits this to USAID in her quarterly report. The related registration forms for each of the centers are attached to this format.</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers: At NGOSS Mary Heslin.</p>

* Excluding training events, workshops, conferences and roundtables (training event is an event, aimed at developing/upgrading professional skills)

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<p>8. % of microgrant recipients who have done one of the following: 1. Expanded their program thematically or geographically. 2. Increased the number of persons reached by their organizations; 3. Offered social services newly provided by NGOs rather than the government.</p>	<p>Definition: Persons Reached - clients served by an NGO</p> <p>Social Services - activities on providing support/assistance to a person in a difficult life situation. Newly Provided services - a) those that were traditionally provided by state agencies but not available now due to the changed socio-economic situation; b) innovative services (those that were never provided in the region before).</p> <p>Unit: Percent where the denominator is the total number of grant recipients and the numerator is the number of those recipients that have achieved at least one of the three elements stated in the indicator. (Note, regardless of whether the NGO does all three things they are only counted once.)</p>	<p>Centers' staff Site visit reports, grantees' reports, NGOSS staff site visit reports</p>	<p>The Centers keep track of grantees' progress on the three areas on the monthly basis by using grantees' reports as case descriptions. The #s are calculated on the quarterly basis and submitted to NGOSS with quarterly reports (Objective 3, Indicator 4).</p>	<p>Quarterly for USAID reporting</p>	<p>In Centers : At NGOSS Mary Heslin.</p>
<p>9. Network Centers have effective controls on budgets in place.</p>	<p>Definition: Network Centers - the Centers at Novosibirsk, Krasnodar, Samara, and Novgorod</p> <p>Effective controls means: 1. There is a written procedure for budget controls. 2. The Center is using that system</p> <p>Unit: yes/no</p>	<p>Signed written Report</p>	<p>NGOSS financial director reviews of the book-keeping and budgeting procedures on the centers according to the format attached</p>	<p>Semiannually for USAID reporting</p>	<p>At NGOSS Ekaterina Bakhan'kova .</p>

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<p>10. Network Centers have successfully implemented the grants program</p>	<p>Definition: Successfully Implemented means:</p> <ol style="list-style-type: none"> 1. Grant pool was used to support local NGOs in accordance with program objectives 2. At least 80% of grantees now more successfully implement their missions (expanded areas of activity and/or geographical focus; increased the number of clients served; developed and launched new types of services). 3. The system for awarding and monitoring of funds in accordance with agreed upon budgets and procedures was developed and implemented 4. Grant reviewing/awarding procedures/documents were tested and necessary changes made <p>Unit: yes/no</p>	<p>Centers' staff site visits NGOSS staff site visits</p>	<p>NGOSS Grant Manager will review of the grant making procedures to assess whether the programs have been successfully implemented NGOSS financial director will review of the book- keeping and budgeting procedures in the centers. Compliance with recommendations made by WL/CNGOS will be checked and documented in project files. writing,</p>	<p>Once at each center (1,5 months since the launch of the Grant Program) for USAID reporting</p>	<p>At NGOSS Polina Gridneva Ekaterina Bakhan'kova.</p>
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PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/APPROACH OF DATA COLLECTION OR CALCULATION	ANALYSIS & REPORTING	
				SCHEDULE BY MANAGEMENT EVENT	RESPONSIBLE PERSON(S) & TEAM
Component 2					
1. Percent of participating organizations which have detailed fundraising strategies.	<p>Definition: Participating Organizations are the subset of the 12 target NGOs that have been selected by USAID, requested technical assistance from NGOSS and have completed the TA activities for fundraising.</p> <p>A detailed fundraising strategy is:</p> <ol style="list-style-type: none"> 1. written, 2. has clearly stated objectives, 3. contains a timeline; AND 4. has a clearly articulated approach to achieving the stated objectives. <p>Unit: Percent where the denominator is the total number of participating NGOs and the Numerator is those participating that have a detailed fundraising strategy.</p>	Written, Signed Expert/ Consultant Reports based on review of NGO fundraising strategies. Reports of NGOSS staff	<p>The expert consult selected and recommended by NGOSS and agreed upon by an NGO will prepare a written report. The report will contain three sections. <u>First</u>, the consultant will identify which of the 12 target NGOs is receiving the fundraising TA, and pre-TA situation with fundraising at the specific NGO.. <u>Second</u>, for each of the participating organizations, the report will outline three items:</p> <ol style="list-style-type: none"> i. Whether each of the elements of a fundraising strategy are included in the NGO's written strategy. (Note: All 4 elements described in the definition must be included in order to be counted for this indicator.) ii. Why the missing elements were not in the strategy. iii. If possible, any planned next steps to complete the fundraising strategy. <p>3. Successful mechanisms tested and recommended for replication</p> <p>The consultant must submit this report no later than within 10 days after completion of actual TA. SOW.</p>	Quarterly for USAID reporting , "Best Practices" manual	Consultant; Nastya Goviadinova

<p>2. Percent of participating organizations (with fund raising strategies) that have raised funding from other donors or local sources.</p>	<p>Definition: Raised funds means that there is at least 1 additional source of funds that the NGO is receiving/at least 1 instance of funds raised. Note, as stated there is no threshold for the number of funders or the amount of funds. <u>Participating Organizations</u> (see indicator 1 above)</p> <p>Unit: Percent where the denominator is the total number of participating NGOs and the Numerator is those participating that first have a fundraising strategy as defined in indicator I* above and second, have received additional funds from at least one source.</p>	<p>Signed Expert/ Consultant report based on review of NGOs financial records; NGOSS staff site visit report</p>	<p>The selected expert consult will prepare a written report. The report will contain two sections. <u>First</u>, the consultant will identify which of the 12 target NGOs is receiving the fundraising TA, and pre-TA situation with fundraising at the specific NGO..(if combined with the above report there is no need to repeat <u>this first section of the report</u>). Second, for each of the participating organizations the consultant will verify whether he had access to the financial records of the NGO and that additional resources were received.</p> <p>This report must be signed by the consultant and submitted to Nastya Goviadinova within 10 days after completion of actual TA SOW</p>	<p>Quarterly for USAID reporting , "Best Practices" manual</p>	<p>Consultant; Nastya Goviadinova</p>
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<p>3. Percent of participating organizations that maintain accounting records consistent with GAAP Standards.</p>	<p>Definition: Participating Organizations are the subset of the 12 target NGOs that have requested technical assistance from CNGOS and have completed the TA activities for financial accounting.</p> <p>Consistent with GAAP Standards means that each NGO must:</p> <ul style="list-style-type: none"> a. keep adequate expense records b. use double entry-booking c. have internal controls including approval of expenditures d. produce financial statements annually <p>Unit: Percent where the denominator is the total number of participating NGOs and the Numerator is those participating that met the GAAP Standards.</p>	<p>Signed Expert/ Consultant report based on review of NGOs financial records; NGOSS staff reports</p>	<p>The selected expert will prepare a written report. The report will contain three sections. <u>First</u>, the consultant will identify which of the 12 target NGOs is receiving the GAAP TA, and pre-TA situation with accounting records according to GAAP at the specific NGO. (GAAP TA. <u>Second</u>, for each of the participating organizations the report will outline three items:</p> <ul style="list-style-type: none"> i. Whether each of the elements of GAAP standards are met. (Note: All 4 elements described in the definition must be included in the system in order to be counted for this indicator. (See comment ** for a suggestion showing more incremental change) <ul style="list-style-type: none"> ii. An explanation of issues associated with the missing elements, and iii. Any planned next steps to comply with GAAP standards. 3. Successful mechanisms tested and recommended for replication <p>The consultant must submit this report to NGOSS no later than within 10 days after completion of actual TA SOW.</p>	<p>Quarterly for USAID reporting , "Best Practices" manual</p>	<p>Consultant ; Nastya Goviadinova</p>
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<p>4. Percent of participating organizations that follow standard financial management procedures as defined in organization's work plans.</p>	<p>Definition: Participating Organizations (see indicator 3 above) Work plans are a written document which are consistent with the following outline provided by NGOSS financial consultant:</p> <p><u>1. Individual Training for Accountant</u> (Differences between Russian accounting principles (RAP) and international accounting standards; RAP and GAAP financial statements; New Russian accounting principles and International accounting standards; Presentation of the Russian accounting statements in accordance with the International standards; Design of the Chart of Accounts and mapping tables for RAP and GAAP; Arrangement of the western accounting on the Russian companies; Introduction in financial software for the dual-standard accounting)</p> <p><u>2. Accounting Policy development</u> (Chart of accounts, accounting policy; Revenue and Expenses analysis; Typical transactions; Financial, legislative and management reporting; Expected changes in accounting standards (denomination, etc.)</p> <p><u>3. Reorganization of accounting department and changes in accounting policy</u> (changes in the chart of accounts; detailed analysis; changes in procedures; additional reports; introduction of additional analysis (cost centers, profit centers, etc.; changing chart of accounts; new transactions templates and accounting procedures; new financial and management reports; reorganization of accounting department, rearrangement of responsibilities of accountants</p> <p><u>4. Translation Procedures</u> (Requirements to Russian accounting policy for proper detailing of accounting information; Modification of Russian Chart of Accounts; GAAP Chart of Accounts; Mapping of Russian and Western charts of accounts (if necessary); Standard Transaction Templates (for GAAP); List of required correction transactions (re-classification, reversal, accruals, funds, etc.); Translation Procedures; Financial Reports Formats: Balance Sheet, Profit & Loss); Step-by-step translation instruction)</p> <p><u>5. Training for Managers</u> (Introduction into GAAP Standards; Internal Procedures; Financial Ratios; Presentation of Developed Procedures)</p> <p>Unit: Percent where the denominator is the total number of participating NGOs and the Numerator is those participating implementing their work plans.</p>	<p>Signed Expert/ Consultant report based on review of NGOs work plans and interviews with employees and board members; Site visit of NGOSS staff</p>	<p>The expert consultant will prepare a written report on each participating organization stating: 1. Whether or not there is a written workplan setting out the financial management procedures; 2. Whether the NGO is operating according to those standards, and if not why; and 3. Any next steps that will be taken to promote compliance with the standards.</p>	<p>Quarterly for USAID reporting , "Best Practices" manual</p>	<p>Consultant ; Nastya Goviadinova</p>
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<p>5. Percent of participating organizations with external board of directors or oversight committees with clearly defined roles and functions that are followed in fundraising, policy-setting and organizational management</p>	<p>Definition: External Board or Oversight Committee must have written terms of reference or bi-laws. To be considered "following the fundraising, policy setting, and organizational management" there must 1) be written guidelines for procedures in each of these areas and 2) the Board Members must be able to produce examples where these procedures have been followed (in each of the three areas)</p> <p>Unit: Percent where the denominator is the total number of participating NGOs and the Numerator is those with a functioning board.</p>	<p>Signed Expert/ Consultant report based on interviews with employees and board members;</p> <p>Site visit reports of NGOSS staff</p>	<p>The selected expert consult will prepare a written report. The report will contain three sections. <u>First</u>, the consultant will identify which of the 12 target NGOs is receiving the BoD TA, and pre-TA situation with governing the specific NGO. <u>Second</u>, for each of the participating organizations the report will outline three items:</p> <ul style="list-style-type: none"> i. Whether each of the elements of BoD standards are met. (Note: All 2 elements in all the three areas described in the definition must be included in the system in order to be counted for this indicator. (See comment ** for a suggestion showing more incremental change) ii. An explanation of issues associated with the missing elements, and iii. Any planned next steps to comply with BoD standards. <p>3. Successful mechanisms tested and recommended for replication</p> <p>The consultant must submit this report to NGOSS no later than within 10 days after completion of actual TA SOW.</p>	<p>Quarterly for USAID reporting , "Best Practices" manual</p>	<p>Consultant ; Nastya Goviadinova</p>
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PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/APPROACH OF DATA COLLECTION OR CALCULATION	ANALYSIS, USE & REPORTING	
				SCHEDULE BY MANAGEMENT EVENT	RESPONSIBLE PERSON(S) & TEAM
Component 3					
1. # of instances where best practices or models for improved urban management have been adopted	<p>Definition:</p> <p>Best Practices or Models include only those that are disseminated through municipal organizations (including ASFEC). Adopted means ASFEC can evidence that the model or best practice was implemented by a local government/municipality. (Note— you will need to confirm these definitions and modes for verification with ASFEC!)</p> <p>Unit: number of instances 6 models and 36 instances of application</p>	ASFEC Records, ASFEC staff site visit reports	ASFEC will submit an annual report due on November, 1999. That report should include at least two elements: First, a <i>list</i> of the best practices and models that were disseminated* via the internal or external website during the past year.. Second, <i>site visit reports or written reports/publications/documents</i> evidencing that the models have been implemented.	Annual	Michail Zaitsev Alexander Borovikh

2.# of new models for improved municipal development practices designed by ASFEC	Definition: <u>New model</u> is one not currently in use in Russia (designed by ASFEC) Unit: Number of new models	ASFEC records/ Hard copies of the models in CNGOS Moscow Resource Center/Library	On an annual basis ASFEC submits a list of New Models it has developed. Attached to this list are copies of each new model (including electronic format) These new models are added to the CNGOS library in the Moscow Resource Center.	Annual	Michail Zaitsev Alexander Borovikh
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PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/APPROACH OF DATA COLLECTION OR CALCULATION	ANALYSIS, USE & REPORTING	
				SCHEDULE BY MANAGEMENT EVENT	RESPONSIBLE PERSON(S) & TEAM
Component 4					
1. A complete inventory of materials related to NGO sector is developed.	<p>Definition: Complete means that there is a comprehensive listing of all materials, hard copy and electronic version available and these materials cover all the major aspects of NGO development, unless identified as unavailable in the country. It is considered comprehensive as long as all major areas are covered and references to activity-specific sites are included. Although the inventory is considered complete, it will continue to grow over the life of the activity.</p> <p>Unit: Yes/No</p>	Hard copy of the inventory	The list, which is kept in electronic form in NGOSS is kept current by Lena. It is updated as materials arrive.	Annually for R4 reporting	Lena Kordzaya

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2.# of Centers that have access to and disseminate the materials listed in indicator 1 (above)	Definition: Centers/hubs include partner resource centers or other organizations as defined during the project. Unit: Number	Hubs' reports	This is a report completed by Lena simply stating which centers have access to the resource materials on the Web site	Quarterly for USAID reporting	Lena Kordzaya
3. # of mailing lists and list serves created and in operation	Definition: Mailing lists/listserves - information dissemination networks including partner resource centers or other organizations as defined during the project Unit: Number	Hubs' reports NGOSS project records	Lena keeps records of the list serves and mailing lists that are used to distribute information. These lists are cross-indexed and include websites were relevant. This is a simple count which is completed on Sept. 30 of each year.	Annually for USAID reporting	Lena Kordzaya, Sasha Bogatchenkov
4. Two updated guides are published annually	Definition: The two guides are: 1. A guide on NGO legislation and a guide on NGO taxation requirements. Unit: Yes/No	Guides, which are kept in the Moscow Resource Center Library	The guides are registered at the CNGOS library, NGOSS site	Annually for USAID reporting	Lena Kordzaya, Slava Novik

<p>5. Each of the two guides, identified above in indicator 4, have been distributed to at least 1,500 NGOs in a hard copy</p>	<p>Definition: Distributed means received by NGOs in-hand or through mail Unit: # of NGOs, which received the guide on NGO legislation # of NGOs, which received the guide on NGO taxation requirements</p>	<p>Hubs' reports NGOSS project records</p>	<p>The books' recipients will be registered in the forms (mailing lists, distribution logs) kept on files at the hubs and NGOSS office.</p>	<p>Annually for USAID reporting</p>	<p>Lena Kordzaya, Slava Novik, Sasha Bogatchenkov</p>
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Russian Non-Government Sector Support Program

Russian Evaluators Training Program

Report
GRANT PROGRAM EVALUATION

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May – August 2000

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1. EXECUTIVE SUMMARY

2. INTRODUCTION

This Report is the outcome of an internal training evaluation of the Grants Program implemented in 1999-2000 as part of the Non-Government Organization Sector Support Program (NGOSS) funded by the U. S. Agency for International Development (USAID). The NGOSS program is implemented by World Learning, Inc. (US) and the Center for NGO Support (Russia).

In March-May 2000, 23 representatives from resource centers in Siberia, Southern Russia, the Samara and Novgorod oblasts, and the Russian Far East took part in the Russian Evaluators Training Program

The training course included a practical exercise on evaluation of Siberian and Southern Russia projects that had been awarded funding under the microgrant program. The results at the project level proved quite interesting, particularly for the resource centers that had designed and implemented the microgrant programs. The participants then decided to evaluate the microgrants at a higher program level. The SRRC and SCISC programs were selected since they were closest to completion

This evaluation was expected to reach two objectives:

1) provide the newly trained experts with direct experience in evaluating a multi-level program; and 2) identify possible ways to improve future microgrant programs.

Although the evaluation of the microgrant programs in Siberia and Southern Russia is primarily a training exercise, its conclusions and recommendations can be used by resource centers while designing new microgrant bids and programs.

2.1. Information about the Program

The Non-Government Organization Sector Support Program (NGOSS) was launched in August 1998 as a follow-up to a civic initiatives support program which had been developed earlier by USAID. The new Program is aimed at supporting Russian non-government organizations in such areas as dissemination of information, strengthening of institutional sustainability, networking, and initiative group development. The Program promotes further expansion and strengthening of Russian NGOs' institutional capacity in providing the broadest possible range of services, and also sustainable continuous growth of the Russian non-profit sector. The Program is administered by World Learning (WL, USA) and the Center for NGO Support (CNGOS, Russia).

The Non-Government Organization Sector Support Program in Russia has four components:

Component One

Organizational strengthening of regional networks of four Russian resource centers: the **Southern Regional Resource Center** in Krasnodar (SRRC); the **Siberian Civic Initiatives**

Support Center in Novosibirsk (SCISC); the **NGO Support Center of "Health and Life" Charity Foundation** in the Novgorod oblast; and the **Historical, Ecological and Cultural Association "Povolzhe"** in the Samara oblast¹.

Component Two

Strengthening and sustainable development of twelve USAID-selected NGOs that are leaders in particular activities, through consultations and information support in financial management, fundraising and Board of Directors development.

Component Three

Assistance to the **Association of Siberian and Far Eastern Cities (ASFEC)** in forging stronger contacts between the non-profit community and local governments, expanding the range of their services and replicating success models developed as part of USAID programs.

Component Four

Replication of working models, publications and other technologies designed with financial support from USAID; information networking; development and dissemination of supplements to existing materials and documents related to legal support to, and taxation of, NGOs, with a view to developing the non-profit sector as a whole.

The first Program component includes financial support to non-profits in the targeted regions through bid-based microgrant programs. Regional microgrant programs comprise the core element of the first Program component. Their outcome is an indicator of the NGO strengthening in the target regions (See Fig. 1 – **Intermediate Result 2.1.3.2.** - "*NGOs are becoming institutionally stronger*"). The microgrant program results are reflected in the following indicators:

- 1. NGOs that have been awarded grants from resource centers are more successful in implementing their missions².**
- 2. NGOs tap on new sources of financing.**
- 3. Resource centers expand their beneficiary audience.**

¹ Samara and Novgorod oblasts were included in the Program in September 1999.

² Success is seen as reaching at least one of the following results: a) thematic and/or geographic expansion of programs by the grantee; b) larger audience reached by the grantee; c) new social services provided by the grantee.

High integration of the microgrant program results in the USAID indicators system indicates that such programs have become an efficient institutional development mechanism. The Grant Program is a key element of the Non-Government Sector Support Program.

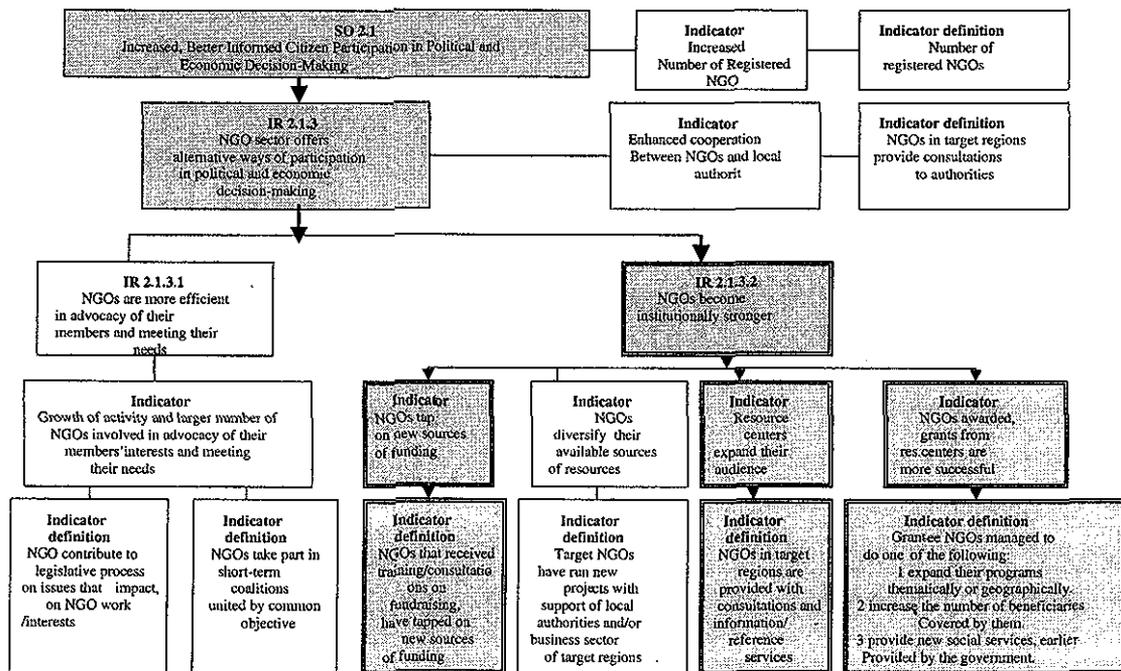


Fig. 1

2. 2. Scope of work and structure of evaluation of mini-grants programs in Siberia and Southern Russia

The scope of work for evaluation of NGOSS Grant Program was developed during the course of the Evaluators Training Program. All of the trainees participated in drafting the scope, and seven of them ultimately implemented the program level evaluation. Marina Grigorieva of USAID provided great assistance in defining the core issues for the evaluation. The following questions were selected:

1. Did the Grant Program implementation help to reach the NGOSP objectives?

The evaluation was expected to determine 1) to what extent goals and objectives of the organizations that had been running the grant program were consistent with those of the USAID; 2) whether these goals and objectives were changed in the process of the Grant Program implementation; 3) how the Program implementers gathered and analyzed information about local conditions, needs and capacities, and whether this information was

taken into account when the Grant Program's regional priorities were identified; and 4) what objectives inter-regional resource centers (IRRC) set for themselves while taking part in the Grant Program; and 5) how successful the funded projects were, and whether they met the targeted goals and objectives.

2. How efficient were the Grant Program management and implementation systems?

To answer this question, evaluators needed to identify 1) how efficiently the grant cycle was organized; 2) how information about bids was disseminated; 3) what strengths and weaknesses the project selection mechanism had; 4) whether there were threats to the Grant Program implementation, and how they were handled; 5) how the project monitoring process in Siberia and Southern Russia was organized; 6) whether there were mechanisms to identify and resolve problems faced by the grantees; 7) whether there were mechanisms to analyze intermediate/final program results, and what these mechanisms are; 8) how inter-regional resource centers combined the functions of a resource center and a grantor (whether difficulties arose and how they were overcome); 9) what the grant award decision-making process was; and 10) how responsibilities were distributed in each IRRC.

3. How efficiently the Grant Program participants cooperated at all stages: USAID - WL/NGOSS - IRRC - RRC³ - SRC⁴? The focus was to be primarily on the following: 1) what was, is and should be the role of each Grant Program participant at each stage: USAID - WL/CNGOS - IRRC - RRC - SRC; 2) what are advantages and disadvantages of the mechanism of the Grant Program participants' cooperation; 3) what are the problem-solving mechanisms of the Grant Program participants (USAID - WL/CNGOS - IRRC - RRC - SRC) and how could they be improved?

The Evaluators Training Program participants determined that it would be reasonable to use the entire range of available sources of information:

- Grant Program documentation in the offices of WL/CNGOS, SRRRC and SCISC;
- interviews with the staff of organizations that had taken part in designing and running the Grant Program (USAID, WL/CNGOS, SRRRC and SCISC), and with the staff of other Siberian and Southern Russia non-profits, local governments, businesses and the media;
- questionnaires directed to the staff of RRC, bidder organizations that had not received funding and those that for some reason had not bid;
- results of evaluation of 16 Siberian and Southern Russia projects funded by the Grant Program.

³ RRC - Regional Resource Center

⁴ SRC - Sub-regional Resource Center

2.3. Structure of evaluation

At the time when the evaluators' training began (February 2000), the microgrant programs in the four NGOSS regions were at different implementation stages. The closest to completion (projected close-up: June 2000) were the programs run by SCISC and SRRC, which were chosen for the training exercise.⁵ The program evaluation took place when most projects were at or close to completion, and is considered a final evaluation as opposed to an interim one.

NGOSS overall objectives and those of microgrant programs for non-profits in the NGOSS target regions were formulated in conformance with USAID Strategic Objective 2.1 "Increased, Better Informed Citizen Participation in Political and Economic Decision-Making" (See Fig. 1).

A descriptive-comparative structure was used in this evaluation because its key goal was to find out whether the Grant Program goals and objectives in Siberia and Southern Russia had been reached and what aspects might be improved in the future. The evaluation had two stages. During the first stage, 16 projects funded by SCISC and SRRC as part of the microgrant program were evaluated. During the second stage, the NGOSS Grant Programs in Siberia and Southern Russia were evaluated.

2.4. Project selection procedure

The process of selecting projects for evaluation was designed to ensure that the choice would be random and representative, and that evaluation costs would be minimized. Grantee NGOs were grouped according to city of location, and then clusters were created of grantees operating in the same or neighboring cities. The following were excluded from this selection: a) clusters where fewer than two projects were implemented; b) clusters in Siberia where both types of projects were not represented (large, up to \$7,500, and small, up to \$1,000 and \$ 500).

Subsequently, three clusters in Southern Russia and three in Siberia were chosen by random sampling. These were Taganrog, Novorossiisk, Rostov-on-the-Don, Kemerovo, Krasnoyarsk and Novosibirsk.

An additional random sampling was held within clusters which contained too many project for one group of evaluators to manage within the assigned time frame. Ultimately, 16 projects were selected from 6 clusters (this procedure is described in more detail in the MSI report, see Attachment).

2.5. Methods used to evaluate SCISC and SRRC activities (grant programs).

⁵ During evaluation, both centers received USAID approval of holding yet another bid in each region.

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The following methods were utilized during the second stage:

- structured interviews with the staff of USAID, WL/CNGOS, SCISC and SRRC, government officials, businesses, and the media of Novosibirsk and Krasnodar. A separate list of questions was drafted for each type of interviewee;
- questionnaires to NGOs that had not taken part in the bid;
- questionnaires to NGOs that bid but were not awarded the grant;
- questionnaires to RRCs;
- analysis of the following documents: grant program concept, invitation to bid, monitoring reports.

Synthesis and content analysis methods were used to process information from interviews, documents and questionnaires; frequency analysis, cross tabulation and other statistical analysis methods were employed to process two types of questionnaires for NGOs and RRCs (see *Attachment*).

3. STUDY RESULTS

As has been noted above, the evaluation was a two-stage one, i.e., evaluation of individual projects funded as part of the microgrant programs, and evaluation of the Grants Program in Siberia and Southern Russia. **Part I** of this section focuses on the outcome of evaluation of the Grants Program in Siberia and Southern Russia, while **Part II** focuses on the outcome of evaluation of individual projects.

3.1. Outcome of the Grants Program evaluation

USAID, WL/CNGOS, IRRCs and RRCs were involved, although to varying extent, in the development and implementation of the Grant Program as part of the NGOSS Program (see Chart 1 *Grants Program Development and Implementation*).

GRANT PROGRAM DEVELOPMENT AND IMPLEMENTATION ⁶

	Development of concept, RFP and package		Review and approval of concept, RFP for GP		Review and approval of document package on GP		Dissemination of information about the bid	Training and consult. for participa	Projects are collected		Project pre-evaluation by IRRC staff		Expert., Council /		* Pre-qualification visits		Project annotations are drawn for approval	
	K	GC	Revie	Appr	Revie	App			SCISC	SRR	SCIS	SRR	SCISC	SRR	SCIS	SRR		
USAID	+		+	+	+	+												
WL/N GOSC			+	+	+						*,	-	*		*	*	*	
IRRC		+					+	+	+	4			2	1	+	+	+	
RRC							+	+	\$7.500	+			*		*			

⁶ + - In charge of organizing the event.

* - participates, but not in charge of organizing the event

	Approval of project annotations		Seminar on grant management	Transfer of grant funds	Review of financial and program reports on grants		Project monitoring visits		Making quarterly reports on	Training of Monitoring experts		Publications and project materials at	Final analytical report on GP
	Review	Appr			Review	Consultations, seminars	SCISC	SRRC		SCISC	SRRC		
USAID	+	+											+
WL/NG OSC	+		*	*					+			+	+
IRRC			+	+	+	+			+	+		+	+
RRC						*	+					+	

In this context, evaluators chose the following sequence for reviewing the results:

- **Grant Program goals and vision as seen by each of the parties concerned;**
- **Grant Program design;**
- **Grant Program implementation;**
- **Grant Program impact/preliminary results.**

3.1.1. 1. Grant Program goals and vision as seen by each of the parties concerned

Facts found

a. USAID. By incorporating the Grant Program into the NGOSS Program's first component, USAID expected to continue work on strengthening the resource centers and non-profits that provide services to Russians, and to improving living standards for Russian citizens living in the target regions. It was also expected that the Grant Program implementation would be a training process as well: inter-regional resource centers would gain (or increase) practical experience in the development and management of microgrant programs, while non-profits would become experienced in writing project proposals and in grant solicitation, and in grant management (both financial and project management). On the whole, as USAID staff members pointed out, USAID saw the Grants Program as an important tool for meeting the overall NGOSS Program goals.

At the same time, USAID priorities were defined in a rather broad way, which allowed the inter-regional resource centers to define the microgrant program focus at their own discretion, take regional priorities into account, and tailor regional microgrant programs to fit the staff resources available to these centers.

b. WL/NCNGOS. WL/CNGOS, as the NGOSS administrator, saw the Grants Program as an opportunity to support resource centers' initiatives in meeting the needs of regional communities, and as an efficient mechanism of reaching the overall NGOSS goals. They additionally expected that autonomous administration of a large grant pool would help the centers to improve their professional skills, test bid models, and fine-tune documentation packages. At the same time, WL/CNGOS had the task of ensuring that regional microgrant programs were consistent with the NGOSS goals; complied with USAID requirements and

regulations; were implemented within the time frame set in the USAID contract with WL/NGOSS; complied with the project review and approval process; and ensured information-sharing by all parties.

c. IRRC. Most goals declared by inter-regional centers overlapped those formulated by the USAID for the NGOSS Program. The vision of the role and place of the microgrant programs in the activities of Siberian and Southern Russia resource centers is in many respects similar. Thus, both SCISC and SRRC believed that the microgrant programs would help resolve social problems in the regions, offer non-government organizations equal bidding opportunities, improve local NGOs' professionalism and activity, strengthen their fundraising capacity, and expand thematic and geographical range of services provided to citizens by non-profits. Both SCISC and SRRC established a two-pronged objective while defining priorities of their microgrant programs: on the one hand, institutional development of NGOs (which implies concentration of efforts on the grantees' internal development); and on the other hand, expansion of the beneficiary audience, thematic range and geography of provided services. Both SRRC and SCISC said they were pleased with the opportunity they were given to define their own goals for the microgrant programs.

SCISC. The SCISC program was primarily focused on institutional support and NGO professional development and training. The grant was expected to move the grantee organization to a new professional level whereby it would improve the quality of its services and expand its audience and the range of services.

Bids for grants below \$500 were designed mostly as an opportunity for a non-government organization to begin its grant history and gain experience in financial management. Bids for grants of \$1,000 and \$7,500 were targeted, to training and professional growth, and at providing the broadest possible assistance to civic initiatives worthy of attention.

At the same time, SCISC staff noted in their interviews with evaluators that absence of a special document with clearly described USAID goals and objectives as regard the grants program had posed a difficulty in formulating the goals of the Siberian microgrant program. SCISC sees its professional niche, inter alia, in grant program management which it views as a separate avenue of the Center's development. Subsequently the development of SCISC's internal resources during the microgrant program implementation was also an important goal, *albeit not explicitly stated in the documents.*

SRRC. For SRRC, priorities of the microgrant program, which consisted of only one round, included the following: assistance in solving social problems in Southern Russia and demonstration of NGOs' professional capacities in handling such problems. While defining its priorities, SRRC relied on its experience in managing a Grants Program under the Civic Initiatives Support Program, which had not envisioned any financial support for social services per se.

SRRC does not view grant program management as a separate activity but sees it primarily as an efficient instrument for improving NGO professionalism and the image of the non-profit sector in the Southern Russia. Yet, the microgrant program was expected to address such issues as training of the SRRC staff, testing of the grants program model, and improvement of the SRRC network's prestige in the community.

Comparative Vision of the Mini-Grants Program by SCISC and SRRC:

Vision elements	SCISC	SRRC
<i>Grants Program focus</i>	<ul style="list-style-type: none">- training and institutional support to Siberian NGOs- civic initiatives support	<ul style="list-style-type: none">- to solve social problems in Southern Russia- to improve NGO professionalism
<i>Mini-Grants Program role in the IRRC activities</i>	A separate avenue of SCISC development	An instrument to enhance NGO professionalism and improve the image of the non-government sector in the South of Russia

Conclusions:

- each center chose its own priorities while defining the Microgrant Program goals;
- the difference in SRRC and SCISC approaches in defining the Microgrant Program goals did not oppose USAID goals and vision;
- there was a synergy between USAID interests and the goals of the inter-regional resource centers.

Recommendations

- USAID should continue to encourage the regional centers to take initiative in the development of their own goals for microgrant programs as part of the broader goals of a program targeted at strengthening civil society. A more rigid set of requirements might reduce independence, limit each center's specialization, and strip regional programs of their individuality.

3.1.2. Grant Program design

Facts found

a. Concepts of mini-grants programs

In the context of the NGOSS Program, each center could choose its own microgrant program model depending on available capacity and regional needs. Thus, inter-regional centers

could design the programs themselves. Both SCISC and SRRC view the microgrant programs as their unique products.

At the same time, the administrative framework of the NGOSS Program as a whole, and of the Grants Program in particular, was firmly set. The contract between USAID and World Learning envisioned USAID approval of concepts and documentation packages on microgrant programs, as well as projects proposed for funding. These measures were incorporated into the microgrant programs both in Siberia and Southern Russia, and were heeded when calendar plans were drawn. The procedures for approving sets of documents and projects proposed for funding, and technical control over microgrant program implementation (at all the three levels, i.e., USAID, WL/CNGOS and IRRIC) was unrelated to the size of funding awarded as part of the microgrant program.

In each region, the degree of WL/NGOSC involvement in the program development and implementation was different: it was much weaker in Siberia and Southern Russia than in Samara and Novosibirsk. This is explained by the fact that both SRRC and SCISC have certain practical experience in making and managing grant competitions which they gained while working under the Civil Initiatives Support Program, and each relied on it when designing their own microgrant program. WL/CNGOS's involvement in the process of microgrant program administration and distribution of roles was defined in memoranda (see *Attachment*) with both resource centers.

SCISC. Regional priorities of the SCISC mini-grants program were influenced by information obtained during conferences, seminars, NGO fairs and other events held for Siberian non-profits or with their participation, and during quarterly meetings of SCISC network coordinators.

The SCISC microgrant program consisted of three bids targeted at two different groups of Siberian NGOs, i.e., beginner NGOs with no experience in grant management, and experienced NGOs capable of successful implementation of socially relevant projects. Bids for projects with funding below \$ 500 and \$1,000 envisioned operational support of individual events or short-term projects (up to three months), which would give the grantee organizations their first practical experience in grant management – that is, a non-profit's "grant history" should begin. These bids were to be held on an on-going basis (monthly and quarterly, respectively), and were targeted primarily at newly established NGOs. The bid for projects funded below \$7,500 was targeted at more experienced NGOs; its goal was to assist in the solution of vital Siberia problems in such areas as environment, working with young people, citizens' health, etc. Only one bid was scheduled, and its projects were to be for a longer period (up to one year).

The concept for all three grant bids set equal terms and conditions for participation: winners were selected only on the basis of their application's competitiveness. The expert council for grants below \$ 7,500 was to include proposal evaluation experts and independent experts experienced in sitting on expert committees. For grants below \$500/\$1,000, expert committees were to include SCISC managers, (on a rotating basis, with the exception of the grant manager), and experienced proposal evaluators.

SRRC. At least two types of bids were initially planned for Southern Russia –grants below \$1,000 for beginners and grants for up to \$5,000 for experienced NGOs. However, after the SRRC staff assessed their organizational resources and capacities, they decided to focus on only one bid for grants up to \$5,000. The projects were to be completed within six months. The bid target group was NGOs with experience in delivering social services.

Regional priorities of the SRRC microgrant program were influenced by information obtained during conferences, seminars, NGO fairs and other events held for South of Russia non-profits or with their participation, and during quarterly meetings of SRRC network coordinators.

The bid concept set regional quotas for Southern Russia regions. This approach, in SRRC's idea, was to provide equal terms and conditions for all the regions, both stronger ones where NGOs had successful experience in grant bids, and for weaker ones. Applications submitted for the bid were to be reviewed by the SRRC staff first, to sort out those inconsistent with the bid mandate. Then, the Expert Council including the staff of the SRRC Krasnodar Office, regional coordinators, WL/NGOSC and USAID officers was to review applications, choose those recommended for funding, and submit them to USAID for approval.

Each center designed a mechanism for preventing a conflict of interests while reviewing the applications; all the application-reviewing experts were to be made familiar with this mechanism (see *Attachments*).

b. Regional indicators

Success indicators of the Grants Program as a whole, set by the contract between USAID and World Learning, were universal for all four NGO Sector Support Program regions and did not assume that regional priorities would be taken into account, such as assistance in resolving social problems, civic initiatives support, improvement of the non-government sector image, developing project writing and management skills, etc.

At the same time, neither SCISC nor SRRC set in their mini-grants programs any indicators that would make it possible to judge to what extent regional priorities had been identified correctly, and how the microgrant programs helped to reach goals and objectives stated by

the centers in their proposals. Indicators that would evaluate how the microgrant program implementation promotes the development of IRRCs and their networks were not set either.

c. Training for bidders/grantees

SRRC. SRRC planned seminars on application writing, to be held in all 10 target cities and towns of Southern Russia (including strategic planning and fundraising by NGOs), and a seminar on grant management for the bid winners. If it turned out that there was a shortage of acceptable applications, an additional seminar was planned on improving application-writing skills for those bidders whose applications would be ruled ineligible for a grant.

SCISC. SCISC planned to hold a seminar on grant application writing and on specifics of each bid. Such seminars were to be held in all the 12 Siberian network cities. Additionally, the grantees were to participate in seminars on grant management.

d. The role of RRCs

SRRC. According to the initial design, RRCs in Southern Russia were to take part in defining the priorities of the microgrant program, disseminating information, collecting applications, holding expert council meetings, pre-qualification visits and consultations on writing proposals for the grant.

SCISC. In Siberia, regional resource centers were to take part in defining the priorities of the microgrant programs, disseminating information, collecting applications, holding expert council meetings, pre-qualification visits and consultations on writing proposals for the grant. The SCISC mini-grants program concept also included a special course for training project monitoring experts capable of monitoring the funded projects in each program region.

Comparative characteristics of the mini-grants program design: SCISC and SRRC:

Design elements	SCISC	SRRC
<i>Sources of information for defining regional priorities</i>	NGO conferences, seminars, fairs and other events held for or with Siberian non-government organizations; quarterly meetings of SCISC network coordinators	NGO conferences, seminars, fairs and other events held for or with Southern Russian non-government organizations; publications in the media; quarterly meetings of SRRC network coordinators
<i>Regional grants program indicators</i>	N/A	N/A

<i>Regional quotas</i>	N/A	Yes
<i>Number of bids</i>	\$7,500 – one; \$1,000 – quarterly; \$500 – monthly	\$5,000 – one
<i>Training of bidders</i>	Yes (all network cities)	Yes (all network cities)
<i>Discussion of proposals</i>	Yes	Yes
<i>Conflict of interests</i>	Yes	Yes
<i>Pre-qualification visits</i>	Yes	Yes
<i>Approval of grants</i>		
<i>“Lessons learnt” seminars</i>	N/A	Yes
<i>Role of RRCs</i>	To define mini-grant program priorities, disseminate information, collect and register applications, hold expert committee meetings, pre-qualification visits, consultations on writing grant application	To define mini-grant program priorities, disseminate information, collect and register applications, hold expert committee meetings, pre-qualification visits, consultations on writing grant application
<i>External monitoring experts</i>	Yes	No

Conclusions:

- each center designed its microgrant program concept in line with its vision and priorities;
- microgrant programs designed by SRRC and SCISC have much in common;
- the design of microgrant programs had no mechanism which allowed for determination of the extent to which regional priorities had been identified correctly, and how successfully they are implemented.

Recommendations:

- additional indicators should be designed for microgrant programs to reflect regional specifics;
- IRRC mini-grants program indicators should reflect the strategy of inter-regional resource centers' development.

3.1.3. Grant Program implementation

Facts found

a. Management and decision-making.

The structure of management and decision-making in the NGOSS Program, including the Grants Program, was guided by the terms and conditions of the contract between USAID and World Learning. As has been noted above, it stated that the centers should discuss the concepts and documentation packages of the microgrant programs with WL/CNGOS and have them approved by USAID. Additionally, annotations of projects proposed for funding should be discussed with WL/CNGOS and subsequently approved by USAID.

Such multi-layer approval of the microgrant program concepts and projects proposed for funding required much more time and labor (answering questions, reaching agreements, correspondence) from USAID, WL/NGOSC, SRRC and SCISC, than initially envisioned.

Time costs. Microgrant programs were launched with a month-long delay vis-à-vis the initial starting date (April 1999 in Novosibirsk and May 1999 in Krasnodar). This affected the Southern Russia program less because it planned only one bid (additionally, the NGOSS Program was extended through December 2000 which allowed for extension of the regional grants programs).

The Siberian center faced greater difficulties. Its microgrant program included three different types of bids, and two of them – a monthly bid for a grant of \$500 and a quarterly one for \$1,000 – required rapid decision-taking of the “direct action” type in order to support vital events or short-term projects. On average, the time frames for approving a grant were between three weeks and a month. According to SCISC staff, one of the bidders for \$500 had to refuse funding because the planned event was held before the grant approval.

Labor costs. Labor costs for Grant Program management ran unexpectedly high. The need to approve documentation packages, concepts, their changes, and grants proposed for funding, as per contractual relations of USAID and World Learning, required greater involvement of USAID staff in the process relative to those under Cooperative Agreement, while the rest of the Program work load remained the same.

WL/CNGOS Grants Program staff also had to bear a greater workload than expected. Discussing and signing off on concepts and documentation for the mini-grants program and projects recommended for funding (including the smallest ones, for \$500 and \$1,000) required that additional WL/NGOSC staff be hired.

Inter-regional resource centers also faced this problem. For the Siberian center, it was further aggravated by the fact that requirements to annotation formats had not been set in advance, and for a long time were interpreted differently by WL/CNGOS and SCISC. The need to translate annotations into English caused additional questions from WL/CNGOS, while SCISC, in turn, had to make repeated requests to grantees for additional clarifications. Clarification questions were often treated by SCISC as a proof of incompetence of the WL/CNGOS grant department staff⁷. This, of course, led to protracted and not always productive correspondence.

⁷ E.g., WL/NGOSC asked to clarify the term “chemical dependence” in order to have better understanding whether it means dependence on drugs, alcohol, toxic substances or something else, or all the above. An adequate translation into English requires such clarification.

The SRRC program envisioned only one bid; therefore, the staff load was somewhat easier. Nonetheless, SRRC, too, had to hire more staff to run the microgrant program.

In addition to grant managers, each organization had the following staff by the time of evaluation: WL/NGOSC – Grants Program assistant and grant analyst; SCISC – microgrant program assistant and accountant; SRRC - microgrant program assistant and accountant. Additionally, both WL/CNGOS and SCISC managers from other departments contributed actively to Grants Program management, seminars, consultations, review of applications, annotation writing and project monitoring. SCISC recruited regional resource centers to make their input in this work (see below).

b. Accessibility of information about microgrant programs

Dissemination of information was one of the key stages of the Grants Program implementation. Information about bids, seminars and consultations was disseminated in Siberia and Southern Russia through:

- local media;
- local and oblast authorities;
- events in which NGOs participated (round table discussions, conferences, seminars, fairs, etc.);
- direct mail to database addresses;
- resource centers.

It would be natural to assume that the resource centers' clients, particularly regular ones, had more sustainable access to information about bids, trainings and consultations. To test this assumption, we created a sample questionnaire for NGOs that had not taken part in the bids (see Attachment).

One of the tasks was to find out whether these organizations had timely and full information about the bids. The number of respondents who did not know about the Grants Program but wanted to participate was only 12 percent of the total. At the same time, 85 percent of NGOs that did not bid were familiar or well familiar with SCISC and SRRC activities. This means that being a resource center client did not affect their access to information and the decision to bid (see Attachment).

In addition to accessibility of information as such, we decided to evaluate whether disseminated information was understandable to the potential grant bidders. Questionnaires received from applicants who had not received funding showed that 90 percent of the respondents understood the terms and conditions of the bid, and the rules of application writing and submittal (see Attachment).

c. Training for applicants/grantees

As planned in the initial Grants Program design, each center provided training for potential bidders. This included one-on-one consultations on bid terms and priorities, writing a project and application, and training seminars on these themes. Consultations for those who wanted to bid were given by the staff of hub offices (Novosibirsk and Krasnodar) and regional offices, both in Siberia and Southern Russia.

SRRC held: 1) seminars on grant application-writing in all 10 target Southern Russian towns (including seminars on strategic planning and fundraising by NGOs); 2) a seminar on grant management for bid winners, and 3) seminars on *Lessons Learnt* in all network towns for those bidders whose applications were denied funding. The seminar on *Lessons Learnt* was presented by the SRRC grant manager. The goal was to discuss and comment on the most typical mistakes made by the bidder, and thus give NGOs an opportunity to improve their application-writing skills. No one-on-one consultations on applications were held, but a letter was sent to each bidder who was denied funding, and the reasoning behind the "no" decision was explained.

SCISC held seminars on the specifics of each bid in all 12 Siberian network towns in addition to seminars on writing a project and grant application. Seminars on grant management were held for the winning NGOs. The microgrant program implementers discovered that NGOs in some network cities (e.g., Gorno-Altai and Krasnoyarsk) were much less experienced in project and application writing and, therefore, fewer quality proposals came from these regions. The Siberian center held additional seminars for NGOs in the regions, which had an immediate impact on the number and quality of their applications.

d. Review of applications and decisions on funding

The process of application review and decisions on funding under the Grants Program did not change as compared to the initial pattern described in "Grants Program Design." SRRC and SCISC developed procedures to review projects and documents; these were then discussed with WL/CNGOS and Richard Blue, and finalized. All the materials on the regional microgrant programs were then submitted to USAID for approval. The application review had several stages⁸:

- pre-screening and sorting out of applications that did not meet formal requirements outlined in the Invitation to Bid;

⁸ Different procedures were developed for different bids in Siberia. They are described in Attachment.

- meetings of expert councils that included the staff of the IRRC and RRCs, independent experts, the staff of WL/CNGOS and USAID (SRRC expert council did not include USAID officers). Expert councils were to define the rating of applications and formulate clarifying questions on applications short-listed for funding;
- correspondence with applicants and pre-qualification visits targeted at receiving answers to clarifying questions and at making sure that the potential grantees had adequate funds management systems in place;
- writing annotations to projects proposed for funding, discussing them with WL/CNGOS and finalizing annotations;
- review of annotations by USAID and compilation and approval of a list of funded projects.

Seminars were held for the experts who reviewed applications. These seminars provided additional clarification on bid goals and objectives, the evaluation procedure and review of applications, the procedure for filling in the evaluation forms, etc. At SCISC, where the microgrant program envisioned several bids, experts rotated. Both SCISC and SRRC developed procedures to prevent a conflict of interests.

For the IRRC, microgrant programs were a good opportunity to test and improve a variety of grant program management mechanisms. At the same time, labor costs for reviewing and managing microgrants, particularly those up to \$ 500 in the SCISC region, were quite high and, in fact, comparable to costs of managing grants up to \$7,500.

e. Distribution of funds

On the whole, the application review and defined decision making process contributed to objective and transparent selection of projects for funding, while also meeting the goals that each center had set while designing the microgrant program. A review of SCISC and SRRC databases revealed the following:

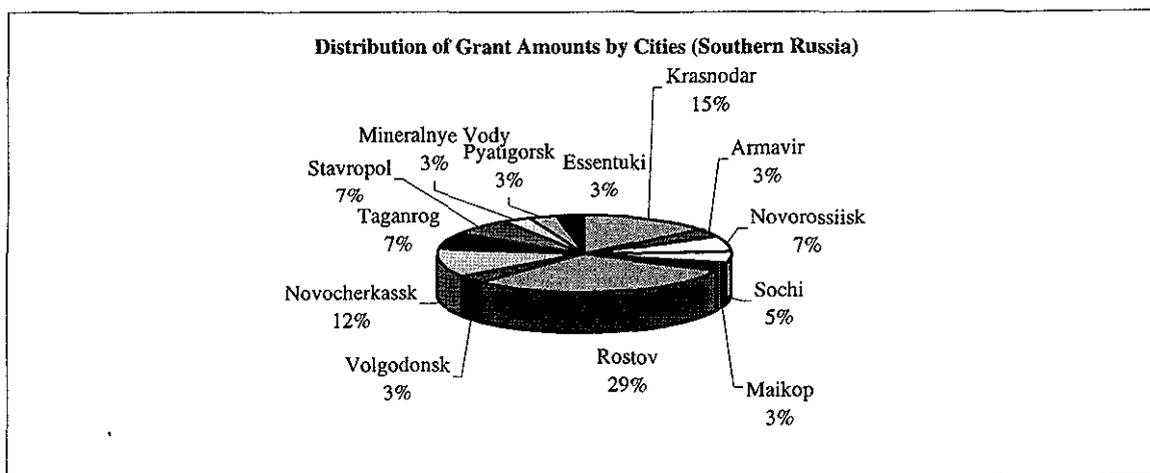
- the average age of the NGOs that received grants of up to \$500 and \$1,000 (Siberia) is 2.25 years, which is 1.5 times less than the average age for NGOs in the Siberian region (3.33 years).
- the average age of NGOs that received grants below \$7,500 (Siberia) and \$5,000 (Southern Russia) is statistically the same as the average age of all other NGOs in the respective regions.

Although they used different mechanisms, both SCISC and SRRC had as an objective to ensure equitable bidding terms for all regions/organizations.

SRRC. In Southern Russia, this mechanism was, as has been noted before, quotas for projects funded for each region. Nonetheless, the final distribution of grants across regions and cities of Southern Russia was somewhat different from that initially planned in the concept of the SRRC microgrant program (see the table below).

The SRRC grant manager pointed out that this happened because caps on project quality were envisioned in addition to quotas. If an application scored below 60 after review by the expert council, it lost its quota-linked priority. Outstanding quotas were subject to re-distribution.

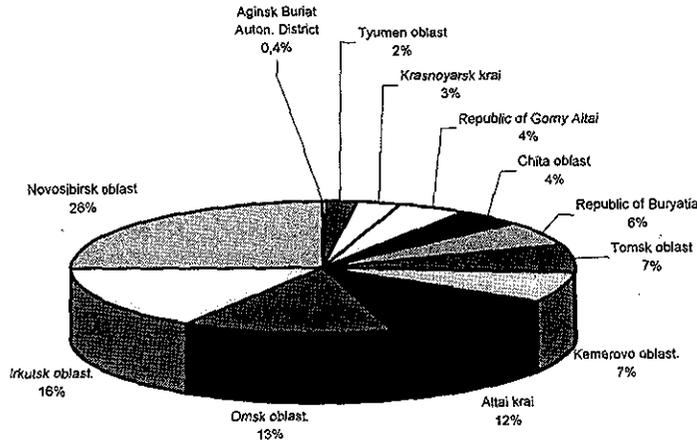
Region	City	Amount	Grants	Share of amount	Share of projects	Planned quota
Krasnodar krai	Krasnodar	\$ 21,018	5	15%	16%	15.40%
Other Krasnodar krai towns			5	14%	16%	15.40%
Republic of Adigeya	Maikop	\$ 4,983	1	3%	3%	7.70%
Rostov oblast	Rostov	\$ 43,379	9	30%	28%	19.20%
Other Rostov oblast towns			7	21%	22%	15.40%
Stavropol krai	Stavropol	\$ 9,992	2	7%	6%	11.50%
Other Stavropol krai towns			3	9%	9%	15.40%



In Siberia, the initial idea was to have equal terms for quality regardless of the region. When it became apparent that some regions would be dropped from the microgrant program because of lack of experience in project and application writing, SCISC held additional seminars in these regions. This had an immediate impact on the number of bidder and

winner regions, and ultimately provided for equitable conditions for all regions (see Attachment).

Distribution of Grant Amounts by Regions (Siberia)



The table given below shows distribution of funds and projects by beneficiary categories. Both in Siberia and Southern Russia, preference was given to projects targeted at solving the problems of young people, children, and the disabled⁹.

SCISC. Siberia had a large share of projects targeted at strengthening non-government organizations (thus, the "training component" of the mini-grants program was reaffirmed) and community-targeted projects.

SRRC. In Southern Russia, where the refugee problem is known to be particularly acute, many projects were targeted at refugees and forced migrants.

⁹ It turned out that the same project was targeted at delivery of services to several categories of beneficiaries. At the same time, beneficiaries from one project could belong to different groups, e.g., disabled children.

Thus, regional priorities of Siberian and Southern Russia microgrant programs were reflected in the project beneficiary categories.

SCISC grantees				SRRC grantees			
Beneficiary category	Number of projects	Share of projects	Share of funding	Beneficiary category	Number of projects	Share of projects	Share of funding
Young people	35	32%	30%	Disabled	13	41%	39%
NGOs	27	25%	26%	Children	12	38%	35%
Children	26	24%	29%	Young people	8	25%	26%
Disabled	23	21%	24%	Refugees and migrants	5	16%	16%
Community	21	19%	9%	Family	4	13%	10%
Drug dependents	9	8%	11%	Elderly	2	6%	7%
Women	7	6%	10%	Community	2	6%	7%
Family	6	5%	8%	Diseased	2	6%	7%
Orphans	5	5%	5%	Women	2	6%	7%
Businesses	3	3%	5%	Prisoners	1	3%	2%
Low-income citizens	3	3%	1%	NGOs	1	3%	3%
Diseased	3	3%	3%	Drug dependents	1	3%	3%
Prisoners	1	1%	3%	Military and their families	1	3%	3%
Farmers	1	1%	2%				
Elderly	1	1%	3%				
Unemployed	1	1%	0%				
Military and their families	1	1%	0%				

f. Monitoring

Monitoring of the funded projects was a key element of microgrant program management both in Siberia and Southern Russia.

SCISC. All grants up to \$7,500 (28 projects) were monitored in Siberia. Grants up to \$1,000 (31 projects) and \$500 (67 projects) were monitored selectively. The initial idea was to involve the SCISC grant manager, managers of other areas, and specially trained experts (Process Consulting program, see Attachment) in the monitoring. However, during the microgrant program implementation closer contact with the grantees was required, so that the grantees' possible problems might be identified on time and a quick response could be arranged. Regional resource centers came to be involved in the process because they had easier contact with the grantees.

SRRC. In SRRC, monitoring was performed only by the grant manager and his assistant. Managers in charge of other areas did not take part in monitoring. 80 percent of the total of 32 funded projects were monitored, but analytical sections in the reports did not have sufficient coverage of problems faced by the grantees and methods for their solution.

g. Role of RRCs

SCISC. According to the initial design, Siberian RRCs took part in defining the microgrant program priorities, disseminating information, collecting applications, in expert committee meetings, pre-qualification visits and consultations on grant application-writing. Additionally, a special training course was held in Siberia for project monitoring experts (including RRC staff) who would be able to monitor funded projects in each program region.

At the same time, the role of regional resource centers increased when the microgrant program was implemented in Siberia. RRCs actually became the grantees' "first contact" when problems or questions arose, and they attempted to trouble shoot. The increased RRC role seems to be related to the large number of projects supported in Siberia by the microgrant program.

SRRC. The RRC role remained practically unchanged throughout the microgrant program, from that initially planned. RRCs were expected to take part in defining the microgrant program priorities, disseminating information, collecting applications, in expert committee meetings, pre-qualification visits and consultations on grant application-writing. Regional resources centers made practically no input in these efforts for two reasons: 1) Southern Russia is a smaller territory, and travel does not require substantial time and expense; and 2) at the time the microgrant program was launched, the staff of regional resource centers did not have sufficient skills and experience. However, SRRC staff pointed out in their interviews that it would be useful to involve regional centers in monitoring to analyze the situation, provide quality control over project performance, and assist in prompt solution of problems. In their own view, regional resource centers would like to contribute more to grant program management in the future. This, in turn, would require additional training of RRC staff.

h. Success stories

Grantee "success stories" that needed to be submitted to WL/CNGOS and USAID posed a major difficulty for the centers. Understanding on their themes and formats was reached only by the end of the project because "success stories" were not a requirement set in the USAID contract with WL/CNGOS, the grant agreement between World Learning and the IRRC or, accordingly, the grant agreement between the IRRC and grantees.

"Success stories" about people whose life had changed as a result of the project funded under the microgrant program were the most difficult. As a rule, the grantees did not monitor changes in people's lives, and reported only on the program results stated in the application.

Resource centers had to make additional efforts to collect and present such information. At the same time, interviews with the media and government authorities showed that such "success stories" demonstrate the efficiency and public relevance of the grant programs, and broadly help to improve the NGOs' image. Thus, according to the Krasnodar-based correspondent of *Komsomolskaya Pravda*, an improvement in quality of life is of the greatest interest for the public, particularly if these benefits result from projects funded as part of the microgrant program.

i. Technical assistance

The MSI seminar on *Grants Program Design and Management* (February 1999) was of great help in defining a common concept approach to the Grants Program and regional microgrant programs. The Siberian and Southern Russia networks, WL/CNGOS staff, and a USAID officer attended the seminar. This seminar was the first for the SRRC network. As for the Siberian network, the staff of Novosibirsk hub office had received training in administering a microgrant program as part of CIP. However, this training event did not envision a discussion of the whole cycle of the grant program, e.g., the principles for designing a grant program concept.

Signing-off on the need for and the scope of this work was delayed; which is why the seminar was held after the centers had already developed their draft concepts and document packages for microgrant programs. SRRC and SCISC staff also noted that trainings and technical assistance to the Grants Program were "supply-based," not "demand-based," and had not been coordinated with the plans of the centers themselves. However, the leading seminar trainer, Richard Blue, had a detailed one-on-one session with each grant manager to discuss their program concepts and documentation packages, and proposed his recommendations. Some of them were incorporated in the final texts of the documents.

Conclusions:

- goals of the microgrant programs in Siberia and Southern Russia were achieved, i.e., equitable conditions were created for participation in programs in the various Siberian and Southern Russia regions;
- the administrator organization ensures concurrence of microgrant programs with USAID policy and contractual terms, provides necessary assistance in the development and implementation of IRRC grants programs, and reduces the chance of possible mistake;
- WL/CNGOS ensured concurrence of the microgrant programs with USAID goals and objectives, as well as compliance of the agreements with IRRCs with the USAID contract. WL/CNGOS also provided technical assistance;
- not all the parties in the Grants Program understood why and/or when certain information was needed.

- the memorandum on joint activities signed by World Learning and SCISC representatives proved to be an insufficient mechanism for defining cooperation between WL/CNGOS and SCISC;
- the overall work load on NGOSS program staff turned out to be heavier than initially expected;

- hiring more staff for the WL/CNGOS, SRRC and SCISC grant departments provided for more efficient management of the Grants Program and streamlined information flow through the IRRC - WL/CNGOS - USAID chain.
- the microgrant program management system in place in the IRRCs is generally efficient. Procedures for monitoring and adjusting problem projects at an early stage need to be developed;
- limited involvement of other SRRC staff (not immediately involved in the grants program) and regional coordinators in monitoring did not allow them to pay sufficient attention to the analytical section of monitoring reports;
- the seminar on *Lessons Learnt* is a useful instrument for improving application-writing skills and for keeping in touch with the bidders;
- additional trainings on grant application writing are a useful instrument for ensuring equitable conditions for different regions to take part in the grants programs;
- "success stories" were not fully used as an instrument of reporting and marketing microgrant programs and the Grants Program.

Recommendations:

- the procedure for management, decision making and distribution of responsibilities in the Grants Program should be clear for all its participants from the very beginning;
- the following distribution of roles in the Grants Program management seems to be reasonable: the IRRC should be responsible for the mini-grants program vision and for the development of the technical plan for implementation; the administrator organization should be in charge of monitoring the program's overall logic and compliance with contractual obligations; and USAID should monitor political risks and consistency of the grants program with the overall USAID strategy;
- if the grants program is implemented on the basis of a contract between USAID and the administrator organization, the time required for approval of IRRC documents by USAID should be taken into account when the program is designed. A Cooperative Agreement or Grant could be the alternative agreement between USAID and the administrator, which would make it possible to avoid approval of grants below \$500 and cut the time and labor costs;
- in the future, procedures for interaction between the IRRC and the administrator should be more clearly defined and stated in documents. Joint development of these procedures will provide for mutual understanding of each participant's role and responsibility in the Grants Program implementation. The staff immediately involved in running the Grants Program, not just the NGO leaders alone, should contribute to the development of procedures;

- small grants annotations and their format should be viewed as a means of communication between USAID and program staff; these skills should be developed because the area of their use goes well beyond the mini-grants programs;
- collecting "success stories" should be a part of grant program management. In order to market a competitive mechanism for support of NGO and social projects, it is necessary to be more active in keeping track of the project "success stories";
- written procedures should be developed to provide for identifying and adjusting problem projects at an early stage. RRC staff and external experts should be more actively involved in these efforts;
- cooperation between the grants program and other SRRC programs should be developed through deeper on-going involvement of the SRRC manager in running the grants program (through participation in monitoring, training events, public relations, etc).
- resource centers should focus more on explaining why a grant was denied. Respondents' answers show that they would like to know not only the most typical and common mistakes but also individual comments about their projects;
- RRCs should be involved in grant program management;
- technical assistance in the grants program management should be consistent with the needs of resource centers, and be provided before the program begins;
- it would be reasonable to consider the possibility of simplifying the management system while maintaining the necessary and sufficient objectivity and reliability level.

3.1.4. Program impact

Facts found

a. Impact on the Grants Program managing organizations.

Interviews with IRRC staff, government authorities and the media, and RRC questionnaires (Attachment) showed that SCISC, SRRC and their regional offices improved their image among regional NGOs and government authorities as a result of the Grants Program.

The Deputy Mayor of Krasnodar noted in her interview that non-government organizations and the city government are highly appreciative of SRRC's activities and the professionalism of its staff. She also said that SRRC's experience in the development and implementation of the grants program would be used by the city government in a competition to support NGOs' social projects according to the city Regulations on Municipal Grants.

The head of the public relations department of the Novosibirsk oblast government highly rated SCISC's role in the development of the non-profit sector of the oblast. He noted that the oblast government is closely cooperating with SCISC in arranging such events as social project competitions, NGO fairs, and various conferences. The oblast government provided support (e.g., privileges in rental of premises) to NGOs that bid in the SCISC mini-grants program and submitted projects consistent with the oblast's social priorities.

RRC leaders said regional offices managed to expand their audience as a result of the Grants Program. Thus, 4 (31%) of 13 regional resource centers that answered the work sheet questions pointed out that the number of their permanent clients had increased (one center

reported a tenfold increase of its RRC's clients). Six centers (46%) reported improved image of RRCs in the community and higher confidence in its work.

Most organizations involved in the Grants Program (WL/NGOSC, IRRC, RRC) pointed out that work in the Program helped them to substantially raise the professional level of their staff. Five of 13 regional resource centers noted either increased staff professionalism or development of new special skills (e.g., in project monitoring and evaluation).

b. Impact on the community

The evaluator team made the following assumption: **implementation of regional grant programs accessible to any organization in the given region encourages interest and readiness of businesses and the government authorities to fund projects that are socially relevant for the region.** This assumption was not empirically tested during this evaluation. Some facts underlying the assumption are given below.

1. In Southern Russia, the mini-grants program encouraged and facilitated the development of regulations on municipal grants and social procurement in Stavropol, Armavir and Novorossiisk (2000). The Krasnodar Deputy Mayor announced the city government's intention "to promote the passing of the Regulation on a Municipal Grant by the City Duma" with a view to holding a competition for social projects of Krasnodar NGOs.
2. SCISC experience in running the mini-grants program was used in bids for municipal grants and consolidated budget; SCISC staff were invited as experts to hold such bids. Thus, in the spring of 2000, Novosibirsk approved provisional regulations *On Municipal Grants of Novosibirsk City*, and the city budget allocated Rub 1.5 million for bids of socially relevant projects run by the city NGOs. The SCISC Office, guided by the Agreement on Cooperation with the Public Relations Department of the City Hall, took part in preparing and holding a bid for municipal grants: it drew a set of documents for the bid and wrote proposals on the bid panel's work, held a seminar on *Applying for a Municipal Grant* and about 50 consultations on project-writing. In 2000, regulations on municipal and social grants were approved or developed in Ulan-Ude, Kemerovo, Mariinsk (Kemerovo oblast), and Omsk; municipal grants competitions were held in Novokuznetsk and Mezhdurechensk (Kemerovo oblast).
3. Regional resource centers were initiators of these processes and the chief sources of information on organizing and holding competitions for social projects both in Siberia and Southern Russia. The SRRC experience was of great interest to large businesses operating in Southern Russia. The Nestle/Khladoproduct spokesman said in his interview that Nestle intends to tap SRRC experience not only in organizing a competition for NGOs working with the disabled children but in advertising the results of the funded projects.
4. Thus, grants programs, on the one hand, increase confidence in NGOs as reliable partners and, on the other hand, create and test a funding mechanism and control over the use of

funds. In our view, the regional mini-grants programs in Siberia and Southern Russia have the following characteristics:

- social relevance of projects for the region;
- transparency of distribution of funds and control and evaluation of the funded projects;
- detailed and documented procedures for project selection, monitoring and evaluation;
- strict financial reporting and control over spending of funds;
- reasonable, measurable and objective project results.

In our view, testing the assumption that the grants programs have an encouraging impact on increased government and private investments in the non-government sector could be useful for defining the Grants Program long-term results.

Conclusions:

- microgrant program implementation allowed SRRC, SCISC and their regional offices to improve their image with regional NGOs and municipal and regional authorities.
- the Grants Program was an opportunity for the IRRC to gain additional experience and knowledge of local NGOs.

Recommendations:

- It would be advisable to replicate the experience of running mini-grants programs through resource centers in other Russian regions. This model would help to enhance the focus of bids on addressing concrete community problems and adapt them to the needs and capacities of NGOs in particular regions. This would also help improve the resource centers' image in the community and give them an opportunity to acquire new professional skills.
- The grants program experience should be advertised among local donors.

3.2. Project evaluation results

3.2.1. Processing the outcome of project evaluation results

The following information was obtained on 16 projects completed by the grantees in Siberia and Southern Russia:

- 6 reports on evaluation of 16 projects (Attachment);
- 16 questionnaires on NGO institutional development (Attachment);
- 16 NGO fact sheets on cooperation with IRRC and RRC (Attachment);
- 5 questionnaires for Siberian NGOs awarded mini-grants (Attachment).

A comparative analysis was made, including identification of any tendencies and factors that had an impact on project success/failure. The following summary tables were made for collation and processing of information:

- indicators of successful project implementation at different logical levels (Activity, Direct Results, Impact, Purpose) (Attachment);
- summary table of indicators to reflect institutional development and cooperation with resource centers (Attachment).

3.2.2. Impact on grantees

a. Institutional development of grantee organizations

The evaluation identified the extent of impact of the grant work on the grantees' institutional development. All the indicators were split into two groups: internal management (11 indicators)¹⁰ and external contacts (4 indicators)¹¹.

All the 16 grantees reported changes as a result of their grant work in at least one external contacts indicator and in two internal management indicators.

Positive changes in the grantees' institutional development
(16 projects)

Weak		Moderate		Strong	
<i>0-40% of the projects</i>	%	<i>40-60% of the projects</i>	%	<i>60-100% of the projects</i>	%
Decision-taking	0	Strategy	50	Relations with the local authorities	63
Monitoring of results	12	Staff	50	Volunteers	69
Procedures	37	Geography	50	PR	69
		Advocacy	50	Clients	73
		Funding	56	Staff working style	87
				Cooperation with other NGOs	88

According to information obtained from work sheets of 16 grantees whose projects were subject to the training evaluation, 50% of the respondents made changes in their organizations' strategy during the project implementation. The largest changes were in large projects (\$7,500 in Siberia and \$5,000 in Southern Russia).

¹⁰ Decision-Taking Process; Strategy or Plans; Personnel, Documents, Equipment Management Procedures, etc., Results Monitoring System, Increased Membership or Volunteers, NGO Staff, Staff Performance, Audience, Geography, Financial Management Procedures, Funding Situation (new sources, more available sources).

¹¹ Approaches to Public Relations and Informing the Public, Relations with Authorities, Relations with Other NGOs (closer), Advocacy Activity.

-- Nine out of 16 grantees improved their internal management systems substantially (by over a half of indicators) as a result of the project, and only one grantee reported slight changes (less than a quarter of indicators) in this area. The grantees said the greatest success was achieved in improving their staff performance (88% of evaluated projects). The number of volunteers and clients increased in 69% of the projects. Grantees were successful in developing personnel, document and equipment management procedures (63% of projects) and financial management (63% of projects).

-- The greatest success was reached in strengthening contacts with other NGOs (88% of projects) and in working with the public and awareness building (69% of projects). On the whole, small projects – up to \$500 – had weaker impact of NGO organizational strengthening. This is most probably related to their short duration (up to three months) and their focus on a single event. Major successes in organizational development, reached by these projects, were related to improved staff performance and strengthening of relations with other NGOs.

-- If the Grants Program overall results are discussed, 80% of 16 evaluated projects managed either to increase their audience (69% of projects), expand their geography (50% of projects), or do both (38% of projects). Increased audience and expanded geography are two of the three indicators defined by USAID (the third is launching services that are new for the region¹²), and any of them is sufficient for saying that an organization had improved its ability to fulfill its mission.

b. Reaching the planned results

The probability of reaching direct results planned by the project and having the expected impact often depended on the area of activity (building a civil society or solving social problems), the target group, and on whether the project had only direct beneficiaries or direct and secondary ones (see Attachment). The following logic was revealed:

-- **The size of a grant** does not affect reaching the planned results at either of the following levels: Impact/Purpose, Direct Results/Outputs, and Activity/Inputs.

-- **The area of activity** affects reaching the planned results in the following way:

a) at the “**Activity**” level: the area of activity does not affect reaching the planned results;

b) at the “**Direct results**” and “**Impact**” levels: projects targeted at the civil society development more frequently reached all direct results (4 of 6 evaluated) and had the planned impact (5 of 6) than those targeted at resolving social problems (3 of 10 and 5 of 10 evaluated, respectively).

-- **The target group** affects reaching the planned results in the following way:

a) at the “**Activity**” level: the greatest success was achieved by the projects targeted at “Age/Gender” (addressing the problems of young and elderly people, women, etc.) (5 of 6 evaluated), sufficient success was achieved by projects targeted at the risk groups (3 of 7), and least success was reported by projects targeted at solving the community problems (1 of 3 evaluated projects);

¹² This indicator was not discussed during evaluation of individual projects funded by the mini-grants program.

b) at the "**Direct results**" and "**Impact**" levels: the type of the target group does not affect reaching the planned results.

All four projects targeted at young people, teenagers and schoolchildren achieved all the planned results.

-- **Beneficiaries (direct and secondary).** Most projects with activities falling into the "Social sphere" category have direct beneficiaries. Projects of the "Civil society" category have both direct and secondary beneficiaries. Projects that had only direct beneficiaries were more successful. The fact that a project has only direct or direct and secondary beneficiaries affected reaching the planned project results in the following way:

a) at the "**Activity**" level: projects targeted at direct beneficiaries (8 of 12) were more successful than those targeted at "secondary" beneficiaries (1 of 4);

b) at the "**Direct results**" level: projects targeted at direct beneficiaries (6 of 12) were more successful than those targeted at "secondary" beneficiaries (1 of 4);

c) at the "**Impact**" level: projects targeted at direct beneficiaries (8 of 12) were more successful than those targeted at "secondary" beneficiaries (2 of 4).

The following assumptions were suggested on the basis of the above information; they allow for an explanation of the identified circumstances.

1. Failure to reach the planned results might be related to the following determinants:

a) not all the grantees can clearly formulate project goals, expected results and evaluation criteria (indicators). For example, only 3 projects out of 10 that reached the main results at the "Impact" level had appropriate indicators;

b) not all the grantees can realistically assess their capacity while designing the project. The grantees might think that more impressive expected results and a broader scope of project activity improve the chances for winning a grant. Therefore, we would recommend that seminars and consultations with would-be grantees should draw their attention to feasibility of the project activity and results.

2. Projects in the "Social sphere" category mostly focus on direct beneficiaries (clients). Therefore, their success is directly dependent on the number of covered beneficiaries, clients' demand for services, and the quality of services. Thus, good knowledge of the client group and its needs is the determinant for social sphere projects. If the applicant cannot make an additional study of his client group, the risk level of the project would go up substantially.

3. Better indicators in reaching the planned results were reported by projects that fall into the "Civil society" category by their activities area; this might be related to the types of project activities. Projects in the "Civil society" category are mostly related to dissemination of information (e. g., making and broadcasting TV programs, making social advertisement video clips, forming positive public attitude towards orphan children and developing a mechanism for raising donors' funds for the needs of orphan children, etc.). Only a half of the projects that fall into the "Civil society" category have direct beneficiaries. Thus, the

success of implementing projects of this type (carrying out all the planned activities) does not depend directly on work with clients (beneficiaries) and on exact knowledge of their needs.

Another reason of better success indicators in reaching the planned results by projects that fall in the "Civil society" might be in the fact that projects in this group had less clear outcome evaluation indicators as compared to projects in the "Social sphere" category. Any deviation from indicators is viewed as underachievement of a result. If a project has more vague indicators, reporting is easier.

Of course, the above assumptions need to be further adjusted. But they could be useful in planning subsequent grants programs and in the development of training events for resource center clients.

Conclusions:

- implementation of the projects funded by microgrant programs allowed more than a half of grantees to raise their institutional development level substantially. Differences in the level of this development and its concrete forms depend on different sizes of grants and different specifics of bids in regions;
- development and implementation of microgrant programs is an efficient tool for the development of local NGOs and for solving regional problems.
- small grants – up to \$500 – are less efficient as an organizational strengthening tool.

Recommendations

- grant programs should be further used as an NGO development instrument.
- skills in formulating project ideas, expected results and evaluation criteria (indicators) should be developed and mastered during the training seminars held for grant bidders.

ABBREVIATIONS:

USAID – The U. S. Agency for International Development

WL/NGOSC – World Learning and Center for NGO Support

IRRC – Inter-regional Resource Center

RRC – regional resource center

SRC – sub-regional resource center, a resource center for one of the cities of an oblast, republic or krai in Siberia

SRRC – South of Russia Resource Center

SCISC – Siberian Civic Initiatives Support Center

The Demand for Monitoring and Evaluation in Russian NGOs

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On a worldwide basis, non-governmental organizations (NGOs) are filling in gaps in the social service networks of nations. This is true in both developed and developing countries. While the emergence of an NGO sector in Russia is a relatively new phenomenon, the work of these NGOs is today remarkably similar to that of their counterparts elsewhere. Russian NGOs are active in health care and education and on environmental issues, as are NGOs almost everywhere.

Interestingly, NGOs in Russia are also similar to NGOs elsewhere in terms of their growing interest in monitoring and evaluation.

In 1997, a study carried out by Finland's Ministry of Foreign Affairs in collaboration with the Development Assistance Committee (DAC) of the Organization of Economic Cooperation and Development (OECD) in Paris reported that – on a worldwide basis – the decade of the 1990s represented a turning point for monitoring and evaluation in NGOs. During this decade, NGOs in both developed and developing countries, can be viewed as having shifted from perceiving monitoring and evaluation as external requirements to valuing them as tools for improving NGO operations and program management.

This shift, which characterized NGOs in developing countries by mid-decadé, has emerged in the past year or two in Russia. While it cannot yet be said that the majority of evaluations in Russia are initiated by the NGOs themselves, as is now the case in the West, Russian NGOs are moving in this direction.

Evidence of this shift is visible in growing interest in these disciplines among members of the NGO community. It is also visible in the demand for the services of those who have had training in this field.

1. Growing Interest in Monitoring and Evaluation in the NGO Community

A simple measure of a change in interest in these disciplines is a growth in demand for training in monitoring and evaluation. As a consulting center for NGOs in Russia, the Center for NGO Support (CNGOS) has been in a good position to monitor interest within the country's NGO community.

A second indicator of this sort is the strong interest shown by NGOs in the first regional conference on Evaluation held in September 2000 in Siberia. This conference grew out of work begun by a small nucleus of individuals who have been working with monitoring and evaluation for several years and who have formed a "network" for evaluators in Russia and other countries in the region and have established a web-site to serve this network. The conference itself was hosted by the Siberian Civic Initiatives Support Center (SCISC) with funding from the USAID and the Open Society Institute (Soros Foundation).

When it planned conference, the SCISC thought it was overestimating attendance when it planned for roughly 100 participants. By the time the conference was held, with 110 in attendance, it was clear that at least 140 more interested individuals had been turned away for lack of space, which is itself an indicator of strong interest.

Additional data on conference participants -- and their clear expectation for the expansion of the "network" and future conferences -- further suggest the speed with which interest in monitoring and evaluation is growing in Russia and in countries throughout the region.

Organizational representation at this first regional conference on evaluation showed the strength of NGO interest, but participants were not exclusively from this sector, as Table 1 indicates.

Table 1. September 2000 Evaluation Conference Participation by Sector

Type of Organization	Number of Organizations Represented	Percentage (%)
NGOs	60	68
Donor Organizations	12	14
Government	8	9
Businesses	4	5
Educational Institutions	3	3
Media	1	1

Equally indicative of the breadth of interest in these topics was the regional distribution of conference participants, as shown in Table 2.

Table 2. Distribution of Participants by Country

Country	Number of Participants	Percentage (%)
Russia	81	74.3
Kazakhstan	7	6.5
Kyrgyzstan	3	2.8
Tadzhikistan	3	2.8
USA	3	2.8
Armenia	2	1.8
Poland	2	1.8
Ukraine	2	1.8
Uzbekistan	2	1.8
Bulgaria	1	0.9
Georgia	1	0.9
Germany	1	0.9
Moldova	1	0.9

2. Demand for the Services of Trained Russian Evaluators

One of the factors that seems to be fueling this shift in Russia is a growing understanding of monitoring and evaluation as substantive disciplines and as practices that are potentially useful to NGO managers. Simply put, it appears that training in monitoring and evaluation –

from a variety of sources – is sparking interest in the NGO community in strengthening this aspect of its work.

To examine the impact that training is having on the development of monitoring and evaluation in the NGO community, CNGOS and MSI surveyed graduates from the 1997 class of the Certificate Program in Evaluation, most of whom work in the NGO community, to determine whether there appears to be a demand for their skills in their organizations and in the broader NGO community in which they are working. The results of this survey, from roughly two thirds of the 1997 class, demonstrate a fairly strong demand in the NGO community for the services these trained individuals are able to provide.

Ten out of the thirteen respondents to this survey work in the NGO community. Of the other three, two are self-employed and one is working at a university. When asked about how they have used their skills in monitoring, all survey respondents indicated that they have been involved with the design of monitoring systems as well as personally active in data collection and analysis, as the Figure 1 below indicates. (Several individuals indicated involvement with more than one of these activities.)

Of the thirteen respondents, 5 (28%) indicated that at least some of the monitoring work they are doing is part of their regular job at the NGOs and in other organizations where they work. At the same time, all thirteen indicated that some of the monitoring activities in which they are involved are being carried out on a contract basis. While many (56%) of the respondents said that they work alone on some monitoring activities, some of this work is also done by teams on which respondents have participated (44%).

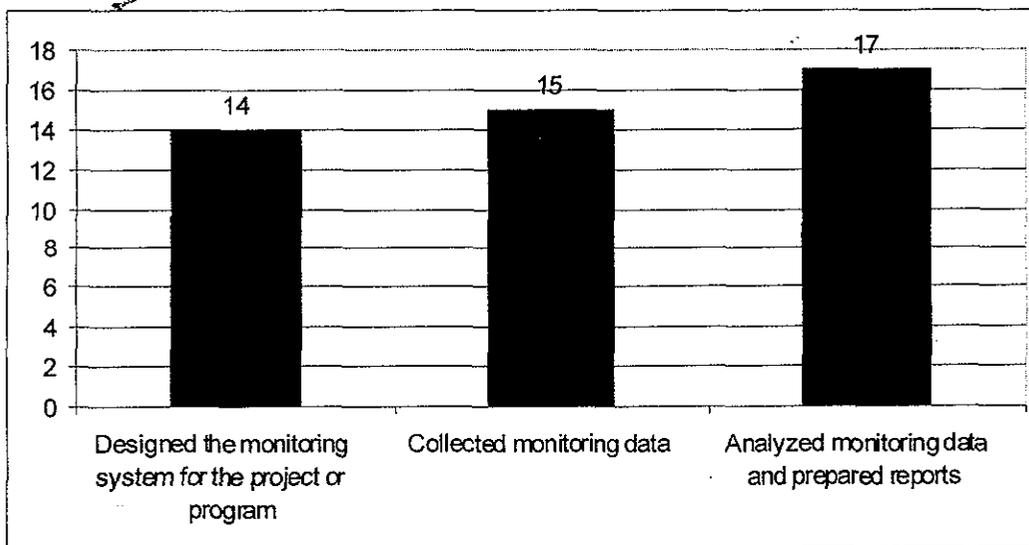


Figure 1. Monitoring Activities of Course Graduates

Parallel questions were asked about respondent experiences in evaluation in the three years since their training. All thirteen respondents reported that they had been involved in evaluation teams since completing their training and among them they provided information on a total of 33 evaluations. Of these evaluations, 10 (30%) were carried out by respondents as part

of their regular job, while 23 (70%) were carried out under special contracts and other arrangements. Most of the time (for 55% of the cases), course graduates served as evaluation team leaders or carried out the evaluations on their own. In the other 45% of the cases, course graduates served as evaluation team members.

Asked to describe the focus of the evaluations in which they had participated, respondents indicated that the cases split almost evenly between mid-term and final evaluations, as Figure 2 illustrates. As to the type of effort evaluated, Figure 3 shows that project evaluations were more common than program evaluations among the 33 evaluations carried out by course graduates.

For both monitoring and evaluation, the "on the job" cases described by course graduates offer the strongest proof of demand within the NGO community. Narrative descriptions of the evaluations carried out by course graduates show, however, that many of the "under contract" evaluations were also evaluations carried out by and for the NGO community.

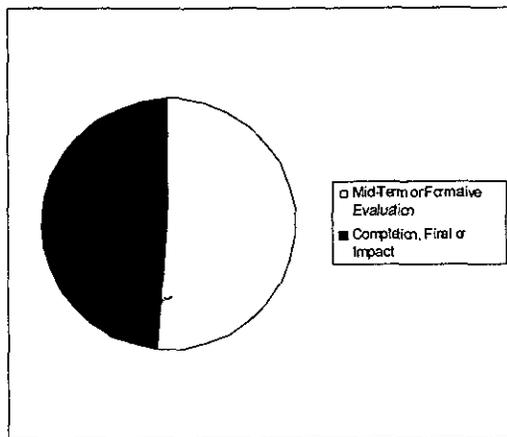


Figure 2. Evaluation Timing

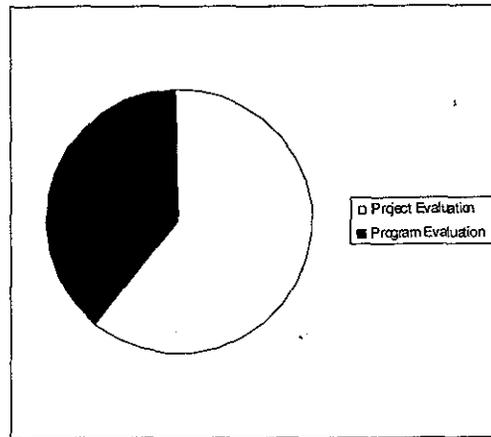


Figure 3. Evaluation Focus

Another signal of growing demand for monitoring and evaluation that is apparent from the surveys of Certificate in Evaluation program evaluations is the volume of training they are doing. Of the 13 respondents, 62% have provided training in monitoring and evaluation since completing the course. Together they described 18 training instances. Of these, 14 were courses that dealt exclusively with monitoring and evaluation. The other four included these topics as part of a broader course. The median length of these training programs was three days and participants in them ranged from 12 to 100.

3. Summary

Interest in monitoring and evaluation has grown rapidly in the NGO community in Russia and Russian NGOs are beginning to view monitoring and evaluation as valuable practices that

can help them strengthen their own organizations and programs. The expansion of interest and commitment is intuitively obvious to those who are working in this community. Evidence for this trend, however, goes well beyond anecdotes as data reviewed in this paper indicated.

Among those who are most involved in monitoring and in Russia and throughout region, there is a strong feeling that support from the donor community and from evaluators in countries with stronger traditions in this field is essential if the advances made to date are to be spread more broadly across the NGO community.

In its 1997 study, Finland made similar recommendations, and its points are well worth reiterating here.

- Within the NGO community, efforts should be made to increase the exchange of evaluation reports, methods, and lessons, i.e., to learn from the total NGO experience.
- Further efforts should be made to build NGO evaluation capacity.
- NGOs should experiment with indicators of project performance and measurement methodologies
- Donor investments should be made in all of the above.

These are sentiments with which we agree and toward which we will continue to direct our work.

Monitoring and Evaluation Capacity Building in Russia

by Ekaterina Greshnova, CNGOS, and Richard Blue, MSI

Conference Presentation

American Evaluation Association

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Honolulu, Hawaii

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A. Overview

Techniques for monitoring and evaluating the performance of social programs that are widely used in North America are relatively new in the Russian context and in countries that were part of the former Soviet Union. The same is true of non-governmental organizations which are an integral part of social service delivery systems in the West, but which only emerged as an important element of the equation in Russia and Eastern Europe during the past ten years.

Today there are more than 300,000 non-governmental organizations in Russia, and a significant number of these provide health and mental health, education and environmental action, and other services in communities across the country. The Center for NGO Support (CNGOS) in Moscow stands at the center of an informal but increasingly wide network that links Russian NGOs together and tries to ensure that NGOs throughout the country are improving their basic organizational development skills as well as their skills in program management. As part of this overall effort, CNGOS has made a systematic effort, since 1997, to build NGO capacity in monitoring and evaluation.

CNGOS staff, together with staff from Management Systems International (MSI), created an evaluation training course – the Certificate Program in Evaluation – that in 1997 and again in 2000 provided NGO leaders with practical as well as classroom training in evaluation.¹ In addition to this formal training program, which more than 50 NGO leaders have now completed, CNGOS has provided shorter monitoring and evaluation workshops for regional NGO Resource Center personnel in Siberia, Southern Russia, Archangelsk, Moscow and Novgorod and MSI has done the same for regional Resource Center staff in the Russian Far East.

Before turning to a more detailed description of the Certificate Program in Evaluation which has become the CNGOS-MSI flagship evaluation capacity building program, it is important to note that our organizations are not the only ones that are working to introduce monitoring and evaluation concepts in Russia.

- Some of the graduates of the CNGOS-MSI Certificate Program in Evaluation have gone on to present training in these areas to organizations with which they work.
- Eurasia Foundation is another organization that is entering this field. Last year Eurasia brought academic personnel to Russia from Iowa to train its local staff in these techniques.
- On another front, the World Bank is exploring ways to introduce monitoring and evaluation as management tools for government ministries.
- Independent consulting firms, such as Process Consulting, are providing training in these fields when it will be helpful to their clients.
- During the past few years, a number of key individuals involved in these efforts have taken the first steps toward creating a professional organization of evaluators in Russia, Ukraine, Georgia, Moldova and other countries in the region. At this point in its evolution, this emerging structure is a network that is open to everyone. It is not yet a formal association like the American Evaluation Association – and that is deliberate. We are deliberately learning to walk before we try to run.

¹ The development and presentation of this course was funded by USAID under two grant programs for strengthening Russian non-governmental organizations (NGOs) run by World Learning, a U.S. private voluntary organization (PVO) and the Center for NGO Support, a Russian non-profit organization, between 1997 and 2000. MSI has also been a part of this consortium.

- In September 2000 one of the Centers that participated in the NGO strengthening program held the first Conference on Evaluation in Russia and CIS. Over 100 participants from Russia, as well as Armenia, Bulgaria, Germany, Georgia, Kazakhstan, Kirgizstan, Moldova, Poland, Tadjhikistan, Uzbekistan, Ukraine and United States participated in this event – and the AEA sent an observer to participate in this innovative event.

These developments are all positive from a capacity building perspective.

The depth of evaluation capacity in Russia – as well as how widely these concepts take hold in the social services sector – is an issue that has been of primary importance to CNGOS. It is central to the focus of the Certificate Program in Evaluation that CNGOS and MSI developed.

B. CNGOS-MSI Certificate Program In Project Evaluation

Year 1997

The Certificate Program described above grew out of the experiences of World Learning-CNGOS Moscow office and its NGO grantees. In 1996, near the end of the first grant program for NGO strengthening that World Learning and CNGOS managed, over 30 projects had reached the point where they could benefit from the information that could be provided by mid-term and final evaluations. Under its cooperative agreement with USAID, World Learning has a special responsibility for ensuring that all of the programs it sponsors benefit from such evaluations.

In those years, there were few Russians who had the skills and experience needed to carry out professional evaluations of NGO projects – or any other projects, for that matter. Recognizing this gap, CNGOS together with several other interested organizations and individuals prepared a concept paper for a course on project evaluation which was needed in Russia to stimulate the development of a group of professionals with skills in this field.

In the Fall of 1996, World Learning discussed their interest in an evaluation course with Management Systems International (MSI), a Washington-based consulting firm with extensive experience in project evaluation. Out of these discussions came a plan for a three phased certificate program that would combine academic and practical training and resulted in the award of certificates to approximately 25 Russian NGO staff and other professionals. The plan was realized in March-May 1997.

The course combined academic work on evaluation theory and methods with practical applications of approaches and techniques to case examples and to projects that were currently on-going in Moscow and the surrounding area. A number of intensive teaching and workshop sessions, of three days duration each, established the course framework. Outside of these intensive sessions, course participants worked as teams on real evaluations. Those teams worked independently as well as met with course instructors to define the studies they undertook. Teams were also responsible for the development of written products and for oral presentations to their classmates during the courses intensive sessions. Certificates were awarded upon completion of the course.

The initial intensive teaching and workshop sessions as well as the first assignments to be carried out by teams were covered during Phase I of the Program. Phase I was carried out between March 5-15, 1997. Twenty-four individuals completed this aspect of the course curriculum, which covered over a thousand pages of slides on topics ranging from the history of evaluation, to the definition of evaluation questions, preparation of evaluation scopes of work, management of the evaluation process, evaluation design, data collection methods, data analysis and evaluation report preparation. The course workbook was produced with Russian and English text on facing pages. The instructors for the academic portion of the curriculum were Dr. Richard N. Blue and Ms. Molly Hageboeck, who were also engaged for Phase II of this effort.

Upon completion of the academic portion of the certificate program, participants began work on the practical application aspect of the program. Phase II, the practical aspect of this course, required that participants undertake an evaluation of a real project. The projects selected for evaluation were all grant

projects which had been funded by World Learning. Eight teams of three participants each were assigned to carry out these evaluations. During the last few days of Phase I of the curriculum, participants completed rough designs for the evaluations they would undertake in preparation for the classroom portion of Phase II of the program.

Phase II of the certificate program curriculum focused heavily on the review and critique of evaluation products prepared by participants during the eight week interim between classroom sessions. In addition to reviewing participant reports, this session included a discussion of what the participants did and did not like about conducting evaluations, and what they found difficult; presentations and discussions on doing business as an evaluation specialist; characteristics of national and multinational evaluation associations around the world and the possibility of forming such an association or group in Russia; evaluation standards and norms, as developed elsewhere, and the potential need for/merits of developing a set of evaluation standards for Russia; and individual and group plans for continuing to develop evaluation skills and experience.

During the majority of the classroom sessions that made up Phase II, participants presented their evaluations to the course staff and their classmates, and on which they received an oral review of their evaluation's strengths and weaknesses. After reviewing each evaluation report and listening to all of the participant presentations, one of the instructors for the course prepared a comparative review of the strengths and weaknesses of the participant's evaluation products using a "checklist" which participants might use, in the future, to critically review their own work. Twenty-two Certificates were awarded upon completion of the course.

Year 2000

The second iteration of the Certificate Program was designed for the needs of a USAID's NGO Sector Support (NGOSS) Program, which is administered by World Learning and the Center for NGO Support (CNGOS). The NGOSS Program incorporated a grant program component to be managed by Russian Resource Centers in Siberia, South Russia, Russian North-West and Volga Region. Though the Centers had some experience in managing grant competitions, they had no experience at all in evaluating results of small grants.

In February, 2000, MSI consultants Molly Hageboeck and Richard Blue, of Management Systems International (MSI), presented Part I of a three part Certificate Program in Evaluation for 23 Russian participants. Participants in the Spring 2000 Certificate Program in Evaluation work with NGO Resource Centers that are linked to a USAID's NGO Sector Support Program.

Part II of the Certificate program consisted of field work by teams of participants on evaluations of grant projects undertaken by NGOs in Southern Russia and Siberia. Part II also included the preparation of evaluation reports by participants. Course instructors joined teams in the field and provided coaching as well as viewed first hand the NGO network structure through which NGOSS program grants were being administered and monitored.

Part III of the Certificate program involved participants in classroom discussions of their field evaluation experience. It also gave them an opportunity to formally present their findings and conclusions and engaged them in initial efforts to assess findings across the full set of grants and grantees they had examined during Part II of the course. At the end of Part III of the Certificate Program, participants received certificates showing that they have reached a competency level equivalent to that of the 1997 Certificate Program in Evaluation class.

In addition to completing Part III of the Certificate Program, participants in this class contributed to exercises related to the start-up of an Evaluation "Master Class." Its purpose was to provide selected graduates of the basic program with additional experience and skills in monitoring and evaluation. The "Master Class" went beyond the basic curriculum for the Certificate Program in Evaluation. Its focus, in this instance, was on the "program" level of the NGOSS grant program, i.e., the grant management process rather than the effectiveness of individual grant projects.

Participants in the "Master Class" included seven of the graduates of the Spring 2000 Certificate Program in Evaluation and two CNGOSS staff members, who were also graduates of the 1997 Certificate Program. "Master Class" participants were implementing their evaluation using the Scope of Work, which all 23 participants in the Certificate Program 2000 helped to develop. "Master Class" participants also completed the comparative analysis of grant projects that the full Certificate Program in Evaluation class was only able to begin.

C. Lessons in Evaluation Capacity Building

Evaluation training courses in Russia and Eastern Europe face a layered set of challenges, only a few of which exist for professionals who offer similar types of courses in the West.

- In Western countries, performance measurement is an integral element of the culture and it is generally viewed positively. At universities, students in social science fields routinely read about what evaluations of programs in their fields have found. Businesses in the West constantly monitor their performance – their sales, their market position. And newspapers are full of charts and graphs that measure trends that include but also reach well beyond political poll data. Exposure to the use of monitoring and evaluation tools that is inevitable in Western cultures is simply not part of the daily fare with which Russians have grown up. As a result, courses on monitoring and evaluation that are taught for adults in Russia may need to do more to establish an understanding of the practical utility of these tools than may be the case in the West.
- Course evaluations by participants indicate that practical experience – of the type CNGOS-MSI built into the Certificate Program in Evaluation – is not only highly valued, it may be the key to locking in an understanding of the import of monitoring and evaluation findings for project and program design and management.
- The Certificate Program training pattern proved to be effective not only for new knowledge and skills development and application, but also served as an incentive to transfer the evaluation concept to more groups.

Network	Grant code	Organization	Project title	Amount	Beginning date	End date	Location
Novgorod	КК-99/07	«Rodnik» Borovich children's scout public organization	«Горная Мста-2000»	\$1,787.00	03/01/2000	05/31/2000	Borovich, Novgorod oblast
Novgorod	ПП-99/10	"Vera. Nadezhda. Lyubov" Novgorod oblast women's public charitable organization of invalids	«Партнерство – во благо клиентов!»	\$2,998.00	03/01/2000	06/30/2000	Staraya Russa, Novgorod oblast
Novgorod	ПП-99/09	"Staraya Russa Women's Assembly" Local public movement	Программа «Новая реальность»	\$2,563.10	03/01/2000	05/31/2000	Staraya Russa, Novgorod oblast
Novgorod	ПП-99/03	Consumers' Society Pestovo district public organization	Развитие движения «Защиты прав и интересов потребителей Пестовского района на основании партнерских отношений»	\$2,984.60	03/01/2000	06/30/2000	Pestovo, Novgorod oblast
Novgorod	ПП-99/01	"Spravedlivost" ("Justice") Staraya Russa society for consumers' rights protection local public organization	Информационно-правовое обеспечение защиты потребительских прав населения	\$2,964.93	03/01/2000	06/30/2000	Staraya Russa, Novgorod oblast
Novgorod	КП-99/02	"Ecolog" ("Environmentalist") Borovich city club	От консультпункта – к центру экопросвещения (Создание в городе Боровичи межрайонного консультпункта НКО для их организационного укрепления и развития)	\$2,622.00	03/01/2000	06/30/2000	Borovich, Novgorod oblast
Novgorod	КП-99/01	Valday district society of invalids	Создание консультационного пункта поддержки НКО в городе Валдай	\$2,994.36	03/01/2000	06/30/2000	Valday, Novgorod oblast
Novgorod	КК-99/13	The Union of Valeologists Novgorod city non-profit organization	Проведение информационно-просветительской кампании «Мы против наркотиков»	\$1,783.55	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	КК-99/12	«Rodnichok» – Center for Psychological Support to Invalids Russia interregional charitable non-profit institution	«Легкие Руки»	\$1,984.70	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	КК-99/09	Novgorod Women's Parliament public regional movement	«Путь женщин провинции в XXI век»	\$1,984.70	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	ИМ-99/12	Novgorod oblast office of the Russian Children's Foundation	Выпуск информационно-образовательной брошюры «В помощь тебе, выпускник!»	\$998.30	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	ИМ-99/09	"Kovcheg" ("The Ark") Novgorod oblast public foundation	Издание и распространение информационно-методического сборника «Сфера» (выпуск «В поисках выхода»)	\$781.00	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	ИМ-99/04	"Istochnik" ("Spring") Club of nature sanitation Valday district public organization	«Здоровье – это понятие о жизни»	\$998.00	03/01/2000	05/31/2000	Valday, Novgorod oblast
Novgorod	ИМ-99/14	"Gefest" regional public organization	«Ребенок с особенностями в развитии. Вопросы и ответы»	\$995.60	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	ИМ-99/06	"Novgorod Consumers' Society" Novgorod oblast public organization	«Защита прав и интересов потребителей в регионах Новгородской области» (Распространение основ потребительских знаний)	\$996.84	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast

Novgorod	ИМ-99/05	"Ecology" Novgorod Club "Vita" Center for social assistance to invalids from childhood Novgorod	«Охранная грамота»	\$999.60	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	ИМ-99/03	public organization of invalids Novgorod oblast diabetic society of invalids	«Знай и умеи – Независимая жизнь» Настольная книга диабетика «Помоги себе сам»	\$903.20	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	ИМ-99/01	"The Novgorod oblast union of lawyers" public organization	«Призывник»	\$997.83	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	ИМ-99/10	"Uspekh" ("Success") Center for the support of women's entrepreneurship Novgorod regional public organization	«Призывник»	\$900.95	03/01/2000	05/31/2000	Veliky Novgorod, Novgorod oblast
Novgorod	КП-99/07	Samara Youth Union, oblast territory public organization of the Russia Youth Union	Создание эффективно действующего консультационного пункта поддержки НКО в городе Старая Русса	\$2,995.50	03/01/2000	06/30/2000	Staraya Russa, Novgorod oblast
Samara	С-53	Regional human rights public movement of civil self-governing Tolyatti – Healthy City movement, public organization	Региональный Центр поддержки молодежного общественного движения	\$9,962.56	03/01/2000	08/31/2000	Samara, Samara oblast
Samara	Т-17	«Parents Against Drugs» public organization	«Юрист в каждый дом»	\$3,994.20	03/01/2000	08/31/2000	Tolyatti, Samara oblast
Samara	Т-13	the Avtozavodsky district of Tolyatti women's union	Клуб «Здоровый человек»	\$4,000.00	03/01/2000	08/31/2000	Tolyatti, Samara oblast
Samara	Т-10		Психологическая помощь родителям потребителей психоактивных веществ	\$4,000.00	03/01/2000	07/15/2000	Tolyatti, Samara oblast
Samara	Т-1		«Социально-психологическая и правовая защита женщин»	\$4,000.00	03/01/2000	08/31/2000	Tolyatti, Samara oblast
Samara	С-36	"Prism" Samara regional public organization of disabled people	Помощь детям из семей с деструктивной психологией (имеющих инвалидов- родителей) в формировании личностных качеств.	\$3,998.68	03/01/2000	08/31/2000	Samara, Samara oblast
Samara	С-21	«Parents against drugs» Samara regional public organization	Повышение роли родителей в решении проблемы наркомании.	\$3,975.00	03/01/2000	08/31/2000	Samara, Samara oblast
Samara	С-33	«Altair» Center for youth initiative, youth public organization	Ресурсный центр НКО в г. Отрадном	\$5,393.40	03/01/2000	08/31/2000	Otradny, Samara oblast
Samara	С-46	Federation of children's organizations of Samara oblast	Детский информационный мир (ДИМ)	\$9,951.00	03/01/2000	08/31/2000	Samara, Samara oblast
Samara	Т-6	«The Third Sector» autonomous non- profit organization	Развитие некоммерческого сектора г.Тольятти	\$9,620.00	03/01/2000	08/31/2000	Tolyatti, Samara oblast
Samara	Т-7	«Uchastie plus» Consumers' union of mutual financial assistance	Развитие потребительской кредитной кооперации	\$3,980.23	03/01/2000	06/30/2000	Tolyatti, Samara oblast
Samara	С-6	"Citizen of Kinel-Cherkassy – Citizen of Russia" Foundation for social/patriotic upbringing	Создание условий для объединения и активизации молодежи Кинель-Черкасского района Самарской области	\$3,999.95	03/01/2000	08/31/2000	Kinel-Cherkassy, Samara oblast
Samara	С-14	«Ravenstvo» («Equality») Samara city public rehabilitation organization of disabled people	Специализированное информационное бюро для НКО инвалидов	\$9,650.73	03/01/2000	08/31/2000	Samara, Samara oblast

Samara	C-3	Samara regional public organization of disabled people ill with multiple sclerosis	Улучшение качества жизни людей-инвалидов, больных рассеянным склерозом	\$4,000.00	03/01/2000	07/31/2000	Samara, Samara oblast
Samara	T-9	Association of studying youth, city public organization	Инфо-центр «Вместе»	\$3,770.90	03/01/2000	08/31/2000	Tolyatti, Samara oblast
Samara	T-3	«Kolos» section of the «Ravny» («Equal») interregional public organization of infalids of the All-Russia union of NGOs of disabled people	«Поможем себе сами»	\$3,998.00	03/01/2000	08/31/2000	Syzran, Samara oblast
Samara	C-44	Samara oblast federation of sport tourism	Школа добровольных инструкторов туризма и краеведения	\$3,952.00	03/01/2000	08/31/2000	Samara, Samara oblast
Samara	C-7	"Desnitsa" Samara public organization of wheel-chair disabled people	Устойчивость организации - путь к успеху	\$3,838.00	03/01/2000	08/31/2000	Samara, Samara oblast
Samara	C-17	"Be Healthy" Samara regional public organization for social rehabilitation of disabled people	Создание класса Школы больных Сахарным Диабетом	\$3,998.80	03/01/2000	07/31/2000	Samara, Samara oblast
Samara	T-2	«Preodolenie» medical/rehabilitation center of disabled people, regional public organization	Комплексная программа «Окно в мир» для реабилитации молодых инвалидов с нарушением опорно-двигательной системы.	\$3,995.70	03/01/2000	08/31/2000	Tolyatti, Samara oblast
Samara	C-41	«Mastorava» Shentaly district Mordva cultural/educational society	Создание этнографического музея им. М.И. Чувашова	\$1,412.60	03/01/2000	08/31/2000	Shentaly district, Samara oblast
SCISC (Siberian Region)	T500-11	"Siberian Ecological Foundation", a Regional NGO	«Река и человек»	\$499.00	09/01/1999	11/15/1999	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-14	«Social rehabilitation center of children invalids» (Borozdin Center) city public organization	Создание методического пособия для родителей детей-инвалидов и педагогов-дефектологов	\$1,000.00	11/01/1999	12/31/1999	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-12	«Civil Initiatives of the Population» Barnaul city public organization	«В XXI век - без наркотиков»	\$1,000.00	11/01/1999	01/31/2000	Barnaul, Altaysky Kray
SCISC (Siberian Region)	T1000-13	«Region» public foundation of the Altay kray radio and TV development	"Пресс-центр общественных организаций"	\$988.00	11/01/1999	01/31/2000	Barnaul, Altaysky Kray
SCISC (Siberian Region)	T1000-15	«The Leaders' Club» Novosibirsk city public organization	Издание справочной брошюры "Как не бояться проверок..."	\$997.00	11/01/1999	12/31/1999	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-16	Novosibirsk oblast committee on water resources protection	«Изучение состояния водных объектов»	\$1,000.00	11/01/1999	12/03/1999	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-10	"Dem Club", an NGO	Информационный материал «Работающие студенты новосибирских ВУЗов»	\$350.00	08/30/1999	10/29/1999	Novosibirsk, Novosibirsk oblast

SCISC (Siberian Region)	T500-12	Altay Regional Branch of the Russian Visually Impaired Society, an NGO	«За круглым столом»	\$308.00	09/01/1999	09/30/1999	Slavgorod, Altaysky Kray
SCISC (Siberian Region)	T1000-7	«National heritage of Siberia» Tobolsk city regional public organization	«ЛОТОС» "Чистая река", Общественно-экологический мониторинг качества воды в реке Малая Иша и ее притоках, экологическое просвещение жителей с. Паспаул и окрестных деревень	\$773.67	11/01/1999	12/30/1999	Tobolsk, Tumen oblast
SCISC (Siberian Region)	T1000-11	ERI School public establishment		\$999.00	11/01/1999	01/31/2000	Paspaul, Choy district, Republic of Gornyy Altay
SCISC (Siberian Region)	T500-09	"Znak", an NGO	«Дети, город и риск»	\$420.00	11/01/1999	12/31/1999	Krasnoyarsk, Krasnoyarsky Kray
SCISC (Siberian Region)	T1000-22	Irkutsk oblast council of nature protection societies	Адаптация детей к социальной среде через познание природы	\$961.04	02/25/2000	05/25/2000	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T1000-8	«In protection of childhood» Foundation	«Сбор вещей для детей из неблагополучных и малообеспеченных семей»	\$950.62	11/01/1999	12/31/1999	Chita, Chita oblast
SCISC (Siberian Region)	T7500-NS 15	"Region - Trade", Charity Foundation for Entrepreneurs	Создание Центра "Семейное воспитание"	\$7,403.60	09/01/1999	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T7500-NS 3	"VERA", Novosibirsk Regional NGO of Oncologic Patients	"Чтобы бороться - надо знать! Новая формула здоровья"	\$4,998.00	09/01/1999	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T7500- OM3	"CHARITY", Omsk Regional NGO	"Молодежь в решении медико-социальных проблем пожилых людей"	\$5,726.00	09/01/1999	04/30/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T1000-31	«People's Patriotic Youth Union»	Координационная сеть добровольческих программ	\$985.30	02/01/2000	03/31/2000	Barnaul, Altaysky Kray
SCISC (Siberian Region)	T1000-30	«Kind Sun» public organization	Третья волна	\$772.00	02/01/2000	04/30/2000	Aginskoye, Buryatsky autonomous okrug
SCISC (Siberian Region)	T1000-28	«Own Press» city public organization Foundation for the development of local public self-government of the	Распространение информации о гражданских правах среди студентов»	\$1,000.00	02/01/2000	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-27	Sovetsky district	От общих проблем - к совместным действиям	\$895.00	02/01/2000	04/30/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T1000-29	«Women's Business Center» regional public organization	Конференция «Бизнес и благотворительность»	\$999.50	03/01/2000	05/31/2000	Barnaul, Altaysky Kray

SCISC (Siberian Region)	T1000-25	«Let us Protect the Future» city public organization	Защита экологических прав жильцов г.Новокузнецка»	\$914.00	02/01/2000	04/30/2000	Novokuznetsk, Kemerovo oblast
SCISC (Siberian Region)	T7500-UL 5	Buryat Regional Association in the Baikal Region, an NGO	Молодежный пресс-центр "Агентство позитивных новостей"	\$5,299.46	09/01/1999	04/30/2000	Ulan-Ude, Republic of Buryatiya
SCISC (Siberian Region)	T1000-23	«Baggy-club» city public organization	Учебно-эстетический центр	\$873.18	03/01/2000	05/31/2000	Chita, Chita oblast
SCISC (Siberian Region)	T7500- TOM-1	Tomsk Regional Branch of the Russian Charitable Foundation "No to alcoholism and drugs "	"Выбрался сам - помоги другому" (Создание службы консультантов по химической зависимости в г. Томске и Томской области	\$6,599.00	09/01/1999	04/30/2000	Tomsk, Tomsk oblast
SCISC (Siberian Region)	T1000-20	NAN, Novosibirsk regional department	Консультационный центр	\$1,000.00	03/01/2000	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-18	«Telekey» Republican public educational foundation	Человек и земля	\$1,000.00	02/01/2000	04/30/2000	Gorno-Altaysk, Republic of Gornyy Altay
SCISC (Siberian Region)	T1000-26	«Achievements of Young People to Russia» public organization	Областная корпорация школьных компаний	\$997.40	02/01/2000	03/31/2000	Novokuznetsk, Kemerovo oblast
SCISC (Siberian Region)	T1000-21	Omsk center for independent consumer expertise	Вступающему в жизнь	\$1,000.00	02/01/2000	04/30/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T1000-19	«Partner» City public organization on human rights issues	Районный центр правовой защиты	\$1,000.00	02/01/2000	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-17	Red Cross Altay Republican society	Помоги ребенку	\$1,000.00	02/20/2000	05/20/2000	Gorno-Altaysk, Republic of Gornyy Altay
SCISC (Siberian Region)	T1000-06	Tomsk Ecological Student Inspection, an NGO	Школа молодого экологического инспектора: успешный томский опыт для всей России	\$970.00	08/01/1999	09/30/1999	Tomsk, Tomsk oblast
SCISC (Siberian Region)	T1000-03	Siberian Center for Investment Policy and Collective Investments, a Foundation	Издание ежемесячного информационного бюллетеня «Акционерное общество»	\$988.51	08/01/1999	10/31/1999	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-02	"HOSPIS", a Tumen Regional Public Charitable Foundation	«Помоги уходящему из нашего мира» «Создание видеофильма о комплексной реабилитации подростков «группы риска» посредством их вовлечения в социально-значимых мероприятиях по охране природы»	\$1,000.00	08/01/1999	10/30/1999	Tumen, Tumen oblast
SCISC (Siberian Region)	T1000-05	The Lake's Guards Club, an ecological NGO	значимых мероприятиях по охране природы»	\$995.00	07/25/1999	10/25/1999	Gorno-Altaysk, Republic of Gornyy Altay

SCISC (Siberian Region)	T1000- 04	Chita Oblast Branch of the Russian Hearing Impaired Society	«Компьютер как эффективное средство развития и формирования мировоззрения инвалидов по слуху»	\$1,000.00	08/01/1999	10/31/1999	Chita, Chita oblast
SCISC (Siberian Region)	T1000-24	Tyumen oblast organization of the All- Russia society of disabled people	Открытый мир "Сотрудничество" (детских и молодежных общественных объединений Омска и области)	\$704.00	02/01/2000	04/30/2000	Tumen, Tyumen oblast
SCISC (Siberian Region)	T7500- OM-1	«Siberia», Omsk Regional Scout Center		\$5,172.00	09/01/1999	04/30/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T1000- 10	Omsk oblast council of soldiers' mothers public organization	«Правовое обучение призывников»	\$966.90	11/01/1999	01/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T1000-9	«Feniks» Omsk regional public organization of invalids with asthma and allergic dermatosis	«От школьной парты к независимой жизни»	\$966.00	11/01/1999	01/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T7500- NS 23	«AgroCIRCON», Agrarian Center for Informational and Consultative Support of Population	"Экономико-правовая защита крестьян Новосибирской области"	\$4,987.00	09/01/1999	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T7500- GAL-4	«Women Federation in the Altay Republic», an NGO	Женщины вступили в эпоху самовывживания"	\$3,108.00	09/01/1999	04/30/2000	Gorno-Altaysk, Republic of Gorny Altay
SCISC (Siberian Region)	T7500- NS 4	«Rehabilitation. Education. Employment», an NGO of Disable	"Включение инвалидов в рыночные отношения через обучение"	\$6,852.00	09/01/1999	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T7500- NS 26	«FINIST», Center for Independent Life, an NGO for Disabled	Мини-факультет журналистики для интегрированных групп подростков	\$4,507.00	09/01/1999	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T7500- KEM-3	«Mothers Against Drugs», an NGO	"Центр юридической помощи и консультационных услуг для наркозависимых и их родственников"	\$5,737.30	09/01/1999	04/30/2000	Kemerovo, Kemerovo oblast
SCISC (Siberian Region)	T7500- IR- 11	«Federation for Children Organizations in the Irkutskaya oblast», an NGO	"Шаг навстречу"	\$5,859.00	09/01/1999	04/30/2000	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T7500- OM-4	«Liga-Shtrikh», Association for Youth and Children Fashion, an NGO	"Молодежный добровольческий центр"	\$4,906.00	09/01/1999	04/30/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T7500- KR 2	«AURUM», Student Chemical Association	Социальная реклама и активная гражданская позиция	\$2,410.00	10/01/1999	02/29/2000	Krasnoyarsk, Krasnoyarsky Kray
SCISC (Siberian Region)	T7500- NS 9	"Voskhozhdenye", an NGO	"Школа жизни для детей"	\$5,567.00	09/01/1999	04/22/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T7500- KEM-5	Public Foundation for Youth Initiatives Support and Development	"Окно"	\$5,114.00	09/01/1999	04/30/2000	Lenisk-Kuznetsky, Kemerovo oblast

SCISC (Siberian Region)	T500-07	Ecosotskultura, a regional NGO	«Решение проблем здоровья населения как общественная проблема»	\$389.47	08/01/1999	08/31/1999	Mezhduretchensk, Kemerovo Oblast
SCISC (Siberian Region)	T7500- BAR-1	«INV-EKO-SPORT», Sport Club for Disabled, Altay Regional NGO	«Дети природы»	\$6,592.00	09/01/1999	04/30/2000	Barnaul, Altaysky Krai
SCISC (Siberian Region)	T7500- OM-2	«Women Initiative», Omsk Regional NGO	«Правовая поддержка женщин г.Омска»	\$6,211.00	09/01/1999	04/30/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T7500- BAR-6	Center for Information for Youth in the Altaysky Krai	Для молодежи – вместе с молодежью	\$4,680.80	09/01/1999	04/30/2000	Barnaul, Altaysky Krai
SCISC (Siberian Region)	T7500- IR- 4	«Baikal Ecological Wave», an Irkutsk Regional NGO	«Бизнес-инкубатор» – организация учебного центра поддержки предпринимательства в г. Байкальске	\$5,660.00	09/01/1999	03/30/2000	Baikalsk, Irkutskaya oblast
SCISC (Siberian Region)	T7500- IR- 10	«The Press and the Society», Irkutsk Public Foundation, an NGO	«Форум гражданских инициатив»	\$7,184.80	09/01/1999	04/30/2000	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T7500- IR- 6	«Baikal Talisman», Adaptation and Pedagogical Center, an NGO	«Возможности лечебной педагогики в работе с людьми с нарушением интеллекта»	\$6,500.00	09/01/1999	04/30/2000	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T7500- Ch-1	«Ring-Buoy», Chit Regional Non-profit Charitable NGO	«В 21 век без наркотиков»	\$6,290.00	09/01/1999	04/30/2000	Chita, Chita oblast
SCISC (Siberian Region)	T7500- TOM-8	Russian Society of Disabled	«Вместе мы сможем больше». Томский областной Информационно-досуговый Центр общества инвалидов	\$5,631.40	09/01/1999	04/30/2000	Tomsk, Tomsk oblast
SCISC (Siberian Region)	T7500- BAR-13	«Perspectiva», Rubtsovsk Branch of the Russian Society of Disabled	«Перспектива»	\$6,903.00	09/01/1999	02/29/2000	Rubtsovsk, Altaysky Krai
SCISC (Siberian Region)	T7500- IR- 9	Irkutsk Regional Branch of the Russian Red Cross Society	Школа молодого лидера	\$5,654.50	09/01/1999	04/30/2000	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T7500- UL- 3	New Generation, City Non-Profit Foundation of Support of Programs and Initiatives for Children and Youth	Семинар правового образования детей	\$6,142.00	10/01/1999	03/31/2000	Ulan-Ude, Republic of Buryatiya
SCISC (Siberian Region)	T7500- NS- 14	Association for Large Families in Kalininsky District in Novosibirsk	«Ребенок должен знать свои права»	\$6,872.10	09/01/1999	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-56	Center for Improvement of Parents' Culture, Novosibirsk city public organization	Объединение многодетных семей, повышение их экономической, социальной активности	\$490.00	06/01/2000	08/01/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-17	«Omsk House of Scientists Environmental Club», Public Organization	«Правовая поддержка женщин»	\$400.00	10/15/1999	11/30/1999	Omsk, Omsk oblast
			«Организация межвузовских семинаров по экологическим проблемам омского региона с участием студентов»				

SCISC (Siberian Region)	T500-44	«Byelovodje» non-profit partnership	Зеленый дом	\$500.00	04/01/2000	05/31/2000	Chemal
SCISC (Siberian Region)	T500-45	Russia Women's Union public organization	Круглый стол «Семья, духовность и культура»	\$324.00	04/01/2000	05/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-47	VOSVOD Novosibirsk public organization	Подготовка и проведение акции «Безопасность детей»	\$500.00	04/01/2000	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-48	«Kuzbass against drugs» charitable regional public foundation	Семинар «Основы консультирования и оказания кризисной помощи в работе добровольцев»	\$490.00	04/01/2000	05/31/2000	Kemerovo, Kemerovo oblast
SCISC (Siberian Region)	T500-49	«Yuvenal» Krasnoyarsk children's legal rights krai center	Издание брошюры «Как получить пособие на ребенка»	\$487.21	04/01/2000	04/30/2000	Krasnoyarsk, Krasnoyarsky Krai
SCISC (Siberian Region)	T500-50	«Bridge of Hope» Tyumen regional charitable organization of humanistic and legal support of minors and others under arrest or finished their term	«Детство с надеждой»	\$500.00	04/01/2000	05/31/2000	Tumen, Tumen oblast
SCISC (Siberian Region)	T500-51	«Vozrozhdenie» society of children invalids since birth regional public organization	Поможем вместе	\$473.10	04/01/2000	05/31/2000	Mayma, Republic of Gorny Altay
SCISC (Siberian Region)	T500-46	Association of social pedagogues and workers Altai krai public organization	Профилактика асоциального поведения подростков	\$353.20	04/01/2000	04/30/2000	Barnaul, Altaysky Krai
SCISC (Siberian Region)	T500-31	«Berendei» oblast children and youth scout party public organization	Молодежная конференция "Мой город в 21 веке"	\$200.00	01/01/2000	01/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-32	«The Siberian Alternative» Omsk regional public organization	Обучающий семинар-тренинг по программе «Молодежь против СПИД»	\$500.00	01/01/2000	01/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-30	«Mothers Against Drugs» Kemerovo public organization	Рука помощи - подготовка волонтеров в работе агентства по оказанию помощи людям, имеющим алкогольную и наркотическую зависимость	\$500.00	01/01/2000	01/31/2000	Yurga, Kemerovo oblast
SCISC (Siberian Region)	T500-34	NSU Center for Legal Protection Novosibirsk oblast public organization	Правовое просвещение школьников	\$303.15	01/01/2000	02/29/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-16	Omsk Division of the Youth Attorney Union of the Russian Federation	"Право ребенка - право гражданина"	\$500.00	10/15/1999	11/30/1999	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-63	«Initiative» environmental public organization	«Горы. Тайга. Человек. Безопасность.»	\$398.87	08/01/2000	09/30/2000	Mezhdurechensk, Kemerovo Oblast

SCISC (Siberian Region)	T500-68	Bijsk Center for NGO Support» Bijsk city public organization	«Личность, общество, власть» «Гуманизация пенитенциарной системы через не-медицинский персонал учреждений исполнения наказания путем медицинского просвещения»	\$500.00	09/01/2000	09/30/2000	Biisk, Altaysky Krai
SCISC (Siberian Region)	T500-67	The «Palliative Medicine and Rehabilitation of Sick People» foundation	«Гуманизация пенитенциарной системы через не-медицинский персонал учреждений исполнения наказания путем медицинского просвещения»	\$473.10	09/01/2000	10/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-70	The «Harmony» communication club	«На равных»	\$392.00	09/01/2000	09/30/2000	Gorno-Altaysk, Republic of Gorny Altay
SCISC (Siberian Region)	T500-62	«SEF» Novosibirsk regional environmental public organization	Фестиваль «Помоги реке и себе!» Детская природоохранная инициатива	\$499.10	08/01/2000	09/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-66	«Spring» (Rodnik) Center for creative rehabilitation of disabled children	«Лучик»	\$457.00	08/01/2000	09/30/2000	Gorno-Altaysk, Republic of Gorny Altay
SCISC (Siberian Region)	T500-33	Public regional foundation for support of scientific research on non-pulmonary tuberculosis	«Сибирская язва» внелегочного туберкулеза»	\$500.00	01/01/2000	02/29/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-64	Baikalsky Charitable Foundation	«К независимой жизни» Проведение семинара по обмену опытом	\$486.50	08/01/2000	09/30/2000	Ulan-Ude, Republic of Buryatiya
SCISC (Siberian Region)	T500-55	«Social Innovations Foundation» non-profit organization	"Эффективная социальная помощь семьям с детьми-инвалидами"	\$400.00	07/01/2000	08/01/2000	Krasnoyarsk, Krasnoyarsky Krai
SCISC (Siberian Region)	T500-61	The «Rainbow» Omsk city public children's organization	«Мы вместе»	\$499.50	07/01/2000	08/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-60	The «Tomsk Environmental Students' Inspection (TESI)» oblast public organization	«Школа молодого экологического инспектора 2000»	\$472.50	07/01/2000		
SCISC (Siberian Region)	T500-05	Altay Regional Public Foundation "FEZU"	«Тебе, подросток»	\$230.00	08/01/1999	08/31/1999	Barnaul, Altaysky Krai
SCISC (Siberian Region)	T500-58	The «Capital of Siberia. A Step in the Future» non-profit partnership "Memorial", a Tumen Regional Historical, Human Rights and Charitable Society	Историко-этнографический парк Сибири	\$495.00	07/01/2000	08/31/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T1000-01	«Center for Educational Technologies» interregional public organization with support from the Committee on youth affairs of Novosibirsk oblast administration	«Распространение информации о правах граждан»	\$1,000.00	08/01/1999	10/31/1999	Tumen, Tumen oblast
SCISC (Siberian Region)	T500-57	Novosibirsk oblast administration	"Развитие молодежных НКО в сельских районах НСО"	\$493.00	06/01/2000	07/31/2000	Novosibirsk, Novosibirsk oblast

SCISC (Siberian Region)	T500-65	Youth Information and Business Center	«Дорога в жизнь»	\$480.00	08/01/2000	09/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-06	"NOMAD", Ecological and Humanitarian Center, an NGO	«Нерпа - дитя Байкала»	\$350.00	08/01/1999	09/30/2000	Ulan-Ude, Republic of Buryatiya
SCISC (Siberian Region)	T500-18	«Our Time» Kemerovo regional youth public organization	«Выпускник-работодатель»	\$230.90	10/25/1999	11/30/1999	Novokuznetsk, Kemerovo oblast
SCISC (Siberian Region)	T500-28	Buryatskaya regional organization of All-Russia society of blind people	Лучший проект программы по эффективной организации работы по реабилитации инвалидов	\$499.50	12/01/1999	01/31/2000	Ulan-Ude, Republic of Buryatiya
SCISC (Siberian Region)	T500-29	«Association of Amateur Video», Krasnoyarsk regional children and youth public organization	«Поддержка и развитие школьной прессы»	\$490.20	12/01/1999	12/31/1999	Krasnoyarsk, Krasnoyarsky Kray
SCISC (Siberian Region)	T500-25	«The Siberan Project», Krasnoyarsk regional public foundation	Программа защиты прав граждан, проживающих на территории Красноярского края и закрытых городов.	\$418.00	12/01/1999	01/31/2000	Krasnoyarsk, Krasnoyarsky Kray
SCISC (Siberian Region)	T500-24	«Highway» Innovation and Computer Club, public organization	«Основы работы в глобальной сети Интернет»	\$308.70	12/01/1999	12/31/1999	Novokuznetsk, Kemerovo oblast
SCISC (Siberian Region)	T500-19	«Lyuvana» Omsk public association of invalids who do not leave their homes	"Обеспечение доступа населения к информации, способствующей демократизации общества.	\$388.00	11/01/1999	12/31/1999	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-03	"Sozvuchie", The Siberian Center for the Development of Cultural, Law, and Education	Распространение информации о гражданских правах"	\$330.60	07/01/1999	08/01/1999	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-26	Children and Youth Environmental Center, regional public organization	"Создание некоммерческой коалиции "Живой мир"	\$500.00	12/01/1999	12/31/1999	Tomsk, Tomsk oblast
SCISC (Siberian Region)	T500-69	«Connect» Siberian educational/consultancy center, non-profit partnership	"Ромашка"	\$492.50			Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-08	"Harmony" Club	«Проведение фокус-групп и круглого стола с целью разработки и внедрения программы социальной адаптации для детей-сирот»	\$500.00	08/01/1999	08/31/1999	Gorno-Altaysk, Republic of Gorny Altay
SCISC (Siberian Region)	T500-04	"Blagovest", Charitable Foundation	«Солунай»	\$296.00	07/01/1999	08/01/1999	Yarovoye, Altaysky Kray
SCISC (Siberian Region)	T500-01	People's Patriotic Youth Union, an NGO	"Семинар для добровольцев"	\$342.00	06/01/1999	09/05/1999	Barnaul, Altaysky Kray
			"Подросток в городе"				

SCISC (Siberian Region)	T500-15	"The Generation", Altay Krai Public Organization	«Я и ты (права ребенка с ограниченными возможностями)»	\$361.68	09/01/1999	11/15/1999	Barnaul, Altaysky Krai
SCISC (Siberian Region)	T500-59	The «Women-Mothers Committee on protection of children from drug addiction» public organization	«Просто о сложном»	\$500.00	08/01/2000	08/31/2000	Omsk, Omsk oblast
SCISC (Siberian Region)	T500-27	«We Are Against Drug Addiction», Irkutsk regional association	Областной семинар лидеров общественных объединений, занимающихся профилактикой наркомании	\$458.70	12/01/1999	01/31/2000	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T500-40	«Angara Plus» women's business center, autonomous non-profit organization	"Женская инициатива -2000"	\$306.00	02/01/2000	03/31/2000	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T500-14	"Dialogue", Information and Analytical Center on Social Problems", Irkutsk City Public Organization	Проведение круглого стола "Наркомания - наступающий ужас"	\$380.00	10/10/1999	11/30/1999	Irkutsk, Irkutsk oblast
SCISC (Siberian Region)	T500-02	Public Foundation for TV and Radio Broadcasting Development of Altaysky Krai	"Служба помощи детям, подвергшимся насилию, жестокому обращению или оставшимся без попечения родителей"	\$400.00	07/01/1999	08/01/1999	Barnaul, Altaysky Krai
SCISC (Siberian Region)	T500-22	«AUM» Krasnoyarsk krai public organization of invalids	Круглый стол «Давайте работать вместе»	\$496.00	11/01/1999	12/30/1999	Krasnoyarsk, Krasnoyarsky Krai
SCISC (Siberian Region)	T500-42	«Professionals for International Collaboration» Novosibirsk oblast public organization	Информационная Образовательная Ярмарка	\$438.00	03/01/2000	04/30/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-39	«Lake Guards» public organization	«Уроки озера»	\$337.00	02/01/2000	03/31/2000	Gorno-Altaysk, Republic of Gorny Altay
SCISC (Siberian Region)	T500-41	«Agency for Research and Preservation of the Taiga», Kemerovo Regional NGO	Организация общественных слушаний по Экологической Программе города Междуречинска	\$431.00	02/01/2000	04/30/2000	Mezhdurechensk, Kemerovo Oblast
SCISC (Siberian Region)	T500-13	"Family", Municipal Public Organization, Biisk	Конференция по проблемам семьи	\$124.00	10/15/1999	11/30/1999	Biisk, Altaysky Krai
SCISC (Siberian Region)	T500-37	«Society-Environment. Problems of the Tomsk oblast» Tomsk environmental students' inspection	"Общество-экология. Проблемы Томской области"	\$475.00	02/20/2000	03/20/2000	Tomsk, Tomsk oblast
SCISC (Siberian Region)	T500-35	«Eco-Press-Club» Novokuznetsk regional public organization	"Мост помощи, дружбы и сотрудничества"	\$433.00	02/20/2000	03/20/2000	Novokuznetsk, Kemerovo oblast
SCISC (Siberian Region)	T500-38	Emelyanovo district public organization of invalids of the All-Russia society of invalids	Подготовка и проведение благотворительного марафона под девизом "Вместе мы все преодолеем"	\$493.00	02/20/2000	04/20/2000	Emelyanovo, Krasnoyarsky Krai

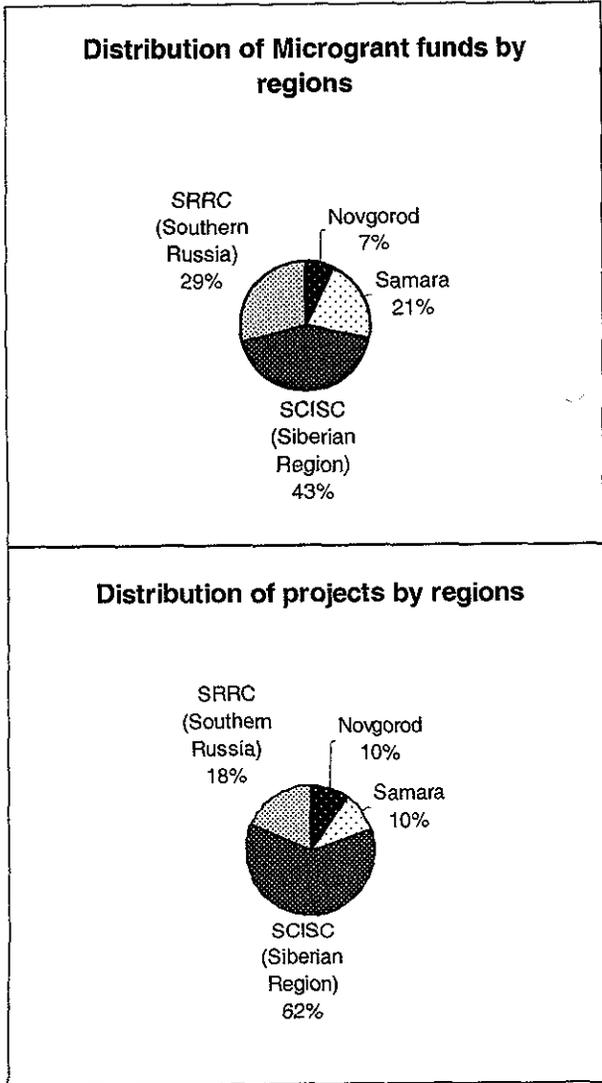
SCISC (Siberian Region)	T500-36	«Center for Environmental Initiative» Novosibirsk city children's public organization	Создание учебно-методического видеофильма "Дети Земли за охрану природы Сибири"	\$500.00	02/20/2000	03/20/2000	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-21	«Crafts Center» Association of masters of decorative art and homecraft	Семинар по теме "Самостоятельная активность в художественном творчестве, как средство выхода из кризисной ситуации"	\$406.00	11/01/1999	11/30/1999	Krasnoyarsk, Krasnoyarsky Kray
SCISC (Siberian Region)	T500-20	«The Siberian Court of Arbitration» Autonomous non-profit organization	Проведение семинара "Разрешение конфликтов"	\$388.10	11/01/1999	11/30/1999	Novosibirsk, Novosibirsk oblast
SCISC (Siberian Region)	T500-23	«The Russian Red Cross» Krasnoyarsk krai regional organization	Семинар «Помоги себе сам»	\$323.42	11/01/1999	12/30/1999	Krasnoyarsk, Krasnoyarsky Kray
SCISC (Siberian Region)	T500-43	«Chernobyl» the Siberian regional union, public organization	Издание брошюры «Семипалатинск- Сибирь».	\$500.00	03/01/2000	04/30/2000	Novosibirsk, Novosibirsk oblast
SRRC (Southern Russia)	K 006	"Club for Unemployed", an NGO	"Как найти работу"	\$5,000.00	09/15/1999	03/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	K 031	"Youth Social Support Center", Krasnodar Regional Youth Public Organization	"Информационный центр "Ищу работу"	\$4,018.00	09/15/1999	03/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	P 006	"Don Association for Migrants", an NGO Rostov	"Юридическая сеть - мигрантам"	\$4,962.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	K 003	"ODA", Non-governmental Charitable Organization for Physically Disabled Children	"Дети-инвалиды в век информации"	\$2,700.00	09/15/1999	03/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	P 015	"ILATAN", Center for Social and Psychological Adaptation	"Вернуть улыбку детям"	\$4,931.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	PO 015	Association Defense of the Totally Blind	"Слепой умелец - творец своей жизни"	\$4,950.00	09/15/1999	03/15/2000	Novocherkassk. Rostov oblast
SRRC (Southern Russia)	P 007	"FENIX", Rostov Regional Non- governmental Organization for Invalids	"Центр социально-правовой поддержки инвалидов"	\$4,990.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	K 035	"South Wave", Krasnodar Regional Youth NGO Krasnodar	"Видеоролики антинаркотической пропаганды"	\$4,301.00	09/15/1999	03/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	K 030	"Modus-Veli", Association of Children with Facial Deformities, an NGO	"Служба социально-правовой и психолого- педагогической защиты и опеки "Шаг в будущее"	\$4,999.00	09/15/1999	03/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	K-2000- 14	«Hope» Krasnodar public organization of birth disabled people and parents of disabled children	«Женские руки»	\$896.00	08/15/2000	11/15/2000	Krasnodar, Krasnodarsky kray

SRRC (Southern Russia)	K-2000- 12	«Leaders of the New Generation» Krasnodar city public organization	«Наше будущее в наших руках»	\$803.00	09/01/2000	11/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	K-2000- 07	«MODUS VEL» Krasnodar krai public charitable or-ganization of children with inborn face defects	«Служба психолога (школьная адаптация)»	\$949.00	08/15/2000	11/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	K-2000- 03	«Convict» Krasnodar regional public organization	Создание информационно- консультативной службы «Шаг навстречу»	\$1,000.00	08/15/2000	11/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	P 008	"Childhood Center", Don Regional Social Charitable Public Foundation	"Старшие и младшие"	\$4,973.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	CK 003	"Charity for People", Charitable Foundation	"Улыбка Венеры"	\$4,452.00	09/15/1999	03/15/2000	Pyatigorsk, Stavropolsky kray
SRRC (Southern Russia)	K-2000- 06	«Orpheus» Krasnodar city public organization of dis-abled people	«Город без барьеров»	\$994.00	08/15/2000	11/15/2000	Krasnodar, Krasnodarsky kray
SRRC (Southern Russia)	PO 007	Invalid Children Assistance Society	"Шаг в будущее"	\$4,641.00	09/15/1999	03/15/2000	Taganrog, Rostov oblast
SRRC (Southern Russia)	CK 004	Regional Coordination Committee for Invalids in Caucasian Mineral Water, an NGO	"Доступ к информации и социальные услуги для инвалидов и малообеспеченных слоев населения в вопросах проката и ремонта изделий для жизнеобеспечения инвалидов"	\$4,285.00	09/15/1999	03/15/2000	Essentuki, Stavropolsky kray
SRRC (Southern Russia)	C 010	Stavropol Gerontologic Scientific Society	"Жизнь - наш выбор"	\$4,999.00	09/15/1999	03/15/2000	Stavropol, Stavropolsky kray
SRRC (Southern Russia)	C 001	Stavropol Branch of Charitable Association "Charity and Social Support Society"	"Защитим их право на жизнь"	\$4,993.00	09/05/1999	03/15/2000	Stavropol, Stavropolsky kray
SRRC (Southern Russia)	KK 016	"ANEKO", Krasnodar Regional Branch of the Russian Esperanto-Association of Visually Impaired	"Информационный центр - средство интеграции инвалидов по зрению в современное общество, способствующее развитию модели "Независимая жизнь"	\$4,534.00	09/15/1999	03/15/2000	Armavir, Krasnodarsky kray
SRRC (Southern Russia)	KK 007	Novorossiisk Branch for the Russian Society of Disabled	"Новороссийские игры - 99"	\$4,839.00	09/15/1999	12/15/1999	Novorossiisk, Krasnodarsky kray
SRRC (Southern Russia)	KK 002	"Edelweiss", a Youth NGO	"Служба профилактики и реабилитации несовершеннолетних группы риска"	\$5,000.00	09/15/1999	03/15/2000	Sochi, Krasnodarsky kray
SRRC (Southern Russia)	KK 001	"Peace School" (Shkola Mira), Novorossiisk City Public Foundation	"Детская служба спасения"	\$4,718.00	09/15/1999	03/15/2000	Novorossiisk, Krasnodarsky kray

SRRC (Southern Russia)	CK 001	"Mineralnye Vody – a Clean City", an ecological NGO Kavkazskye	"Чистые реки – путь к решению экологических проблем"	\$4,662.00	09/15/1999	03/15/2000	Mineralnye Vody, Stavropolsky kray
SRRC (Southern Russia)	KK 006	Krasnodar Regional Public Foundation for Disabled Children	"Школа для родителей детей-инвалидов "ВЕРА, НАДЕЖДА, ЛЮБОВЬ" "Психосоциальная адаптация и реабилитация лиц со стрессовыми и пост стрессовыми расстройства, вызванными вооруженными конфликтами"	\$1,678.00	09/15/1999	03/15/2000	Sochi, Krasnodarsky kray
SRRC (Southern Russia)	PO 009	Russian Servicemen Social Defense Committee, an NGO	"Вернем здоровье детям – жертвам чеченской войны"	\$4,800.00	09/15/1999	03/15/2000	Volgodonsk, Rostov oblast
SRRC (Southern Russia)	P 012	Rostov Regional Public Movement of the Chechen War Victims	"Руки милосердия"	\$4,988.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	PO 005	"Human Rights Center", Regional Invalid NGO	"Жизни навстречу" (компьютерная Школа для детей-инвалидов)	\$4,962.00	09/15/1999	03/15/2000	Taganrog, Rostov oblast
SRRC (Southern Russia)	PO 014	"Help the Children", Charitable Foundation	"Психологическая реабилитация осужденных"	\$5,000.00	09/15/1999	03/15/2000	Novocherkassk, Rostov oblast
SRRC (Southern Russia)	PO 004	Novocherkassk Committee for Red Cross Society	"Центр поддержки женских инициатив"	\$3,163.00	09/15/1999	02/15/2000	Novocherkassk, Rostov oblast
SRRC (Southern Russia)	PA 001	Republican Union for Women of Adigeya	"Действующая модель оказания помощи детям-беженцам"	\$4,983.00	09/15/1999	03/15/2000	Maikop, Adigeya Republic
SRRC (Southern Russia)	P 023	"Federation for Aquatic and Technical Sports and Methods of Surviving in External Situations", an NGO	"Вернем детям домашний очаг"	\$3,850.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	P 019	Human Initiatives Support Foundation	"Центр поддержки и общения матерей-одиночек"	\$4,704.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	P 017	"Rostov Regional Diabetic Society", Rostov Regional Invalid NGO	"Мы не одни"	\$4,999.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	P 013	"Guadeamus", a Youth NGO "Buratino", Novocherkassk Branch of the Rostov Regional Non-governmental Organization for Social Defense of Disabled Children		\$4,982.00	09/15/1999	03/15/2000	Rostov, Rostov oblast
SRRC (Southern Russia)	PO 016			\$3,573.00	09/15/1999	03/15/2000	Novocherkassk, Rostov oblast

MICROGRANT PROGRAM ANALYSIS

Eleven solicitations were held in four target regions as part of the Microgrant Program, and 204 projects were funded in eighteen Russian regions in the total amount of \$507,420. Following is a chart mapping the distribution of projects and funding by regions.

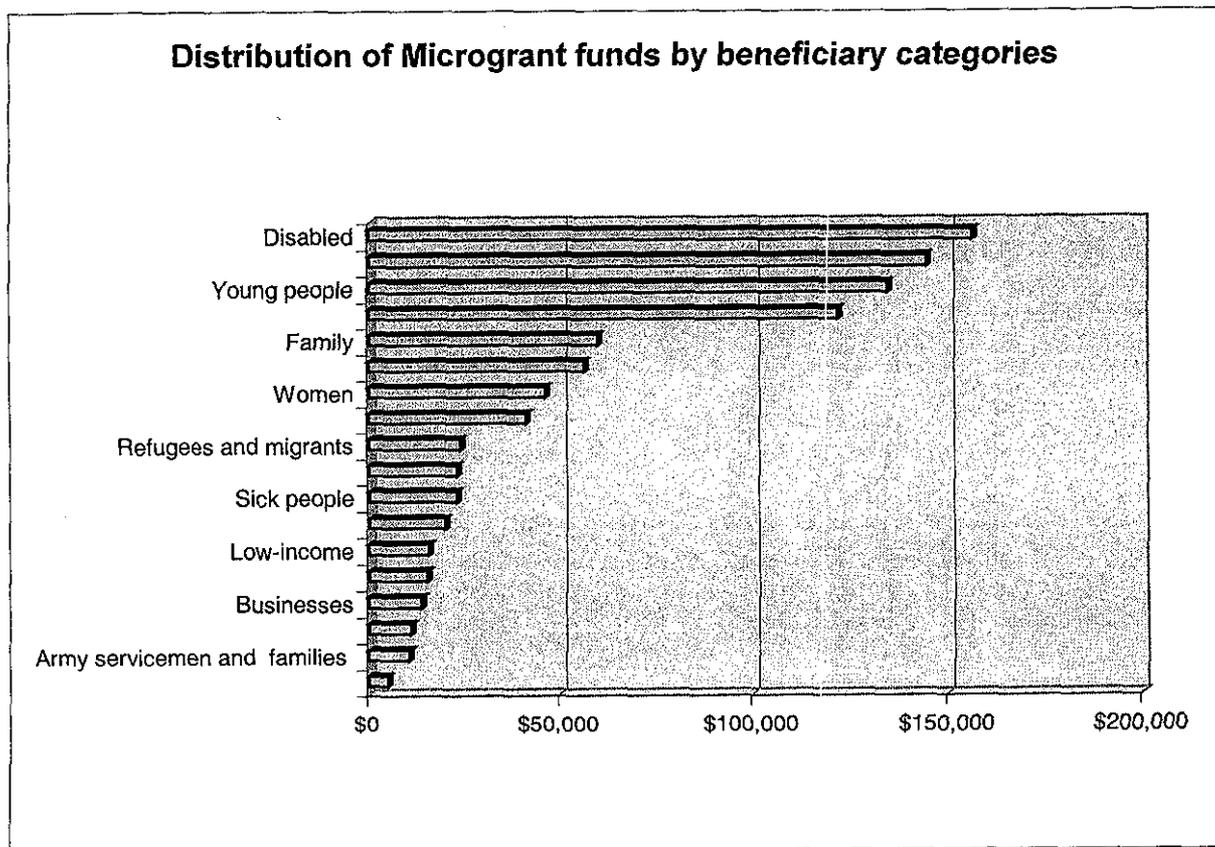


The following direct results were achieved upon completion of the funded projects:

	Planned in proposals	Actual results
Trainings and training seminars	476	583
Number of students who acquired new knowledge at these seminars	6,209	6,422
One-on-one consultations on different issues	16,354	19,981

Information and awareness-building events (lectures, conferences, round-table discussions)	2,100	1,274 ¹
Total number of beneficiaries who received services during one-on-one contacts with project staff (at consultations and the above events)	64,613	77,079
Printed materials (e.g. brochures, books, magazines, newsletters) in terms of number of copies	154,062	171,093

Seven projects used electronic media (TV and radio) as their tools. The total audience of these projects was assessed at about four million people. 3,515 volunteers were recruited for the projects. Key beneficiaries were the disabled, children, young people, other NGOs and the local community. Distribution of grant amounts by categories of beneficiaries is shown below².



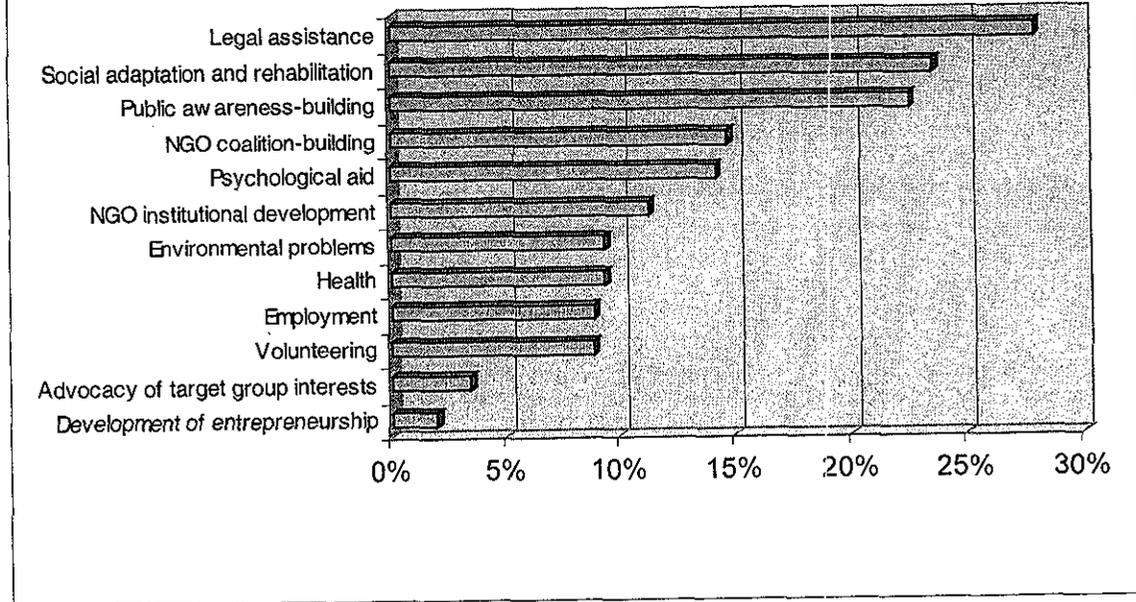
The most common types of activities were legal assistance, social adaptation and rehabilitation, and public awareness-building. The chart below shows the number of projects (as percentage of the total) that planned one or another activity.³

¹ The shortfall vis-à-vis the planned number of lectures occurred because of one project, in which grantees held only 217 out of the planned 1,500 lectures.

² One project could have several beneficiary categories, and some beneficiaries fell into several categories, e.g. disabled children. Consequently, the total amount for all categories is larger than the total distributed amount.

³ The percentage sum of all types of activities exceeds 100% because one project could include several activities (average number of activities per project was 1.6).

Distribution of projects by type of activity



The table below shows project distribution by categories of beneficiaries and types of activity.

	Volunteering	Health	Institutional development	Legal assistance	Advocacy	Psychological aid	Development of entrepreneurship	Environmental issues	Coalition-building, networking	Social adaptation and rehabilitation	Employment	Public awareness-building
Refugees and Migrants		1		3		3				1		1
Unemployed							1				4	
Army Servicemen and Families				3		1						1
Children	6	8	5	10	2	12		7	7	22		8
Women	1	3	1	8		2	1		2	1	4	2
Disabled	7	6	7	15	4	11			5	32	6	8
Sick Citizens	3	6		3		1			1	1		1
Low-income Citizens	1			4		1				2	2	1
Local Community	3	3	1	12	3	1	1	9	5		1	21

Young People	5	2	9	13	1	6	1	6	9	11	7	7
Drug Dependents	2	4	1	1		6			1	3		4
NGOs	4	1	17	6	3	3		5	21	3		15
Prisoners				2		2				1	2	2
Businesses				2			1				2	1
Senior Citizens	2			2		1						
Family		3		9		9			1	8	1	1
Orphans	1	1		4		2		1		6	1	1
Farmers				1								

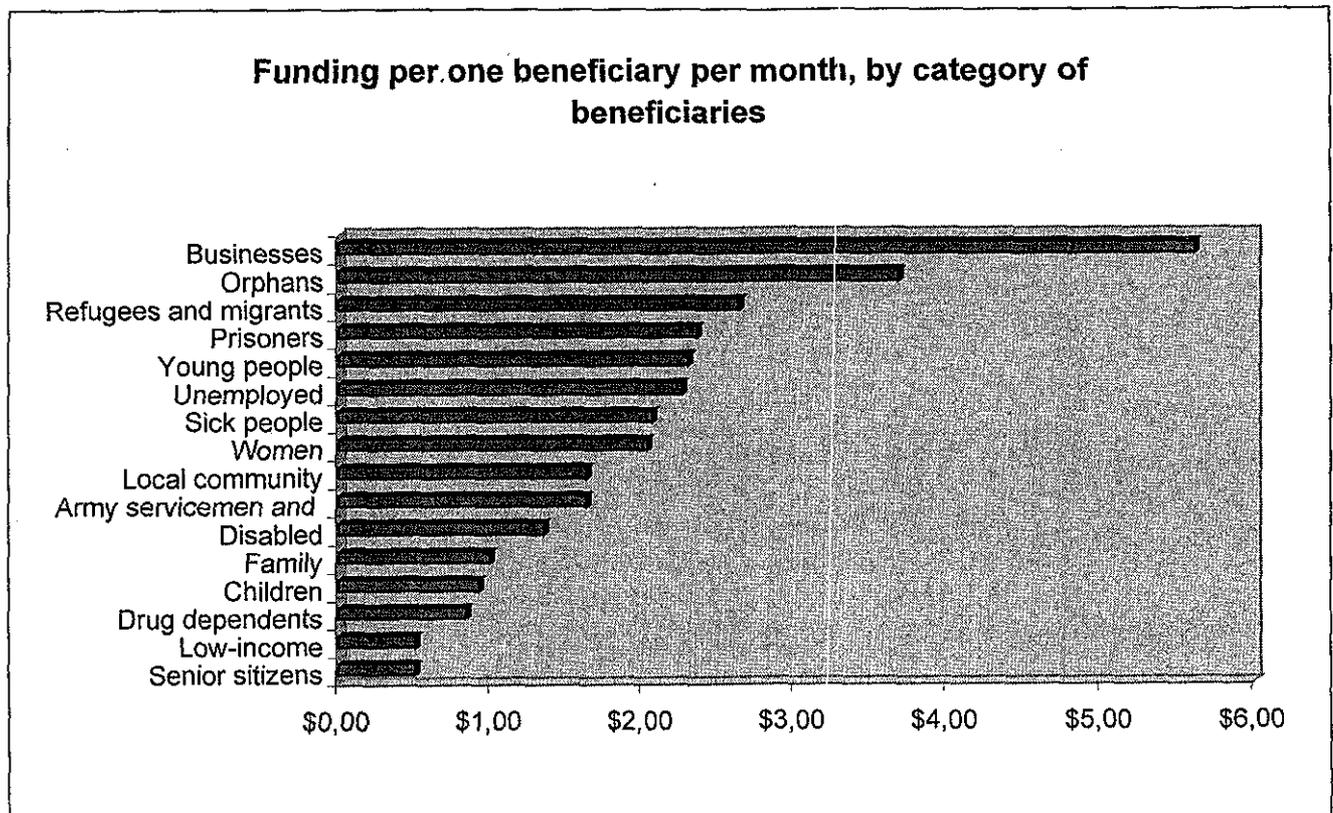
The table reveals that the following projects were the most typical:

- social adaptation of children and the disabled (disabled children because almost one half of beneficiaries were disabled children), and legal and psychological assistance to these groups;
- legal assistance both to different identified categories of beneficiaries and to everybody in need of this assistance;
- public awareness-building on different problems in the local community;
- NGO institutional development, mostly through training their leaders and providing a full set of services.

The average funding per one beneficiary per month is recorded below.

Network	Amount/one beneficiary/month
Siberia	\$1.17
Southern Russia	\$1.70
Samara oblast	\$1.11
Novgorod oblast	\$2.94
Average across all networks	\$1.36

The following chart shows the costs of services for different beneficiary categories in the grants program.



As indicated in this chart, businessmen and orphans were the "most expensive" beneficiaries, while low-income and senior citizens were the least expensive.

Impact on the Grantees

To assess whether or not the microgrant program had been successfully completed, the contract between World Learning and USAID set the following three indicators:

1. Recipients have expanded their program thematically or geographically.
2. Recipients have increased the number of persons reached by their organizations.
3. Recipients have offered social services newly provided by NGOs rather than by the government.

In contractual terms, the microgrant program was viewed as successfully completed if at least eighty percent of the projects complied with at least one of the three indicators. As a result of program implementation, there were ninety-six percent of such projects. Detailed results are provided in the table below.

Network	Projects (total)	Expanded their programs geographically or thematically		Increased the number of individuals reached by their organizations		Provided new services		All three indicators		At least one indicator	
Siberia	126	62	49%	88	70%	64	51%	19	15%	119	94%
Southern Russia	37	25	68%	26	70%	10	27%	5	14%	36	97%
Samara oblast	21	19	90%	21	100%	6	29%	5	24%	21	100%
Novgorod oblast	20	19	95%	20	100%	8	40%	7	35%	20	100%
Total for the program:	204	125	61%	155	76%	88	43%	36	18%	196	96%

The table below illustrates the number of projects that planned training workshops and seminars targeted at developing new skills in beneficiaries; the number and share of projects that held the planned number of such training seminars; and the number and share of projects that exceeded or failed to reach the planned level substantially (by more than ten percent).

	Seminars and Trainings							
	Number of projects that planned such seminars and trainings	Number of projects that met the target within $\pm 10\%$ of the planned level		Number of projects that exceeded the target by over 10%		Number of projects that failed to meet the target by more than 10%		
Siberia	56	43	77%	12	21%	1	2%	
Southern Russia	5	3	60%	2	40%	0	0%	
Samara oblast	16	8	50%	7	44%	1	6%	
Novgorod oblast	9	4	44%	4	44%	1	11%	
Total for the program	86	58	67%	25	29%	3	3%	

The following table employs the same pattern for projects that planned a certain number of trained people.⁴

	Number of Trained							
	Number of projects that planned such training	Number of projects that met the target within $\pm 10\%$ of the planned level		Number of projects that exceeded the target by over 10%		Number of projects that failed to meet the target by more than 10%		
Siberia	59	34	58%	20	34%	5	8%	
Southern Russia	17	10	59%	6	35%	1	6%	
Samara oblast	17	6	35%	7	41%	4	24%	
Novgorod oblast	9	6	67%	1	11%	2	22%	
Total for the program	102	56	55%	34	33%	12	12%	

⁴ The number of projects that planned to train a certain number of individuals was not always the same as the number of projects that planned training events, largely because some projects did not envision such events as separate from the overall work on the project. Such projects were particularly typical in Southern Russia.

Tables below use the same pattern to provide an overview of projects that planned consultation services; information and awareness-building events (lectures, round-table discussions, conferences); copying of printed materials; and projects that envisioned the staff's personal contacts with beneficiaries at seminars, lectures and consultations.

	Consultations						
	Number of projects that planned such consultations	Number of projects that met the target within $\pm 10\%$ of the planned level		Number of projects that exceeded the target by over 10%		Number of projects that failed to meet the target by more than 10%	
Siberia	17	10	59%	6	35%	1	6%
Southern Russia	14	8	57%	4	29%	2	14%
Samara oblast	17	6	35%	8	47%	3	18%
Novgorod oblast	6	0	0%	5	83%	1	17%
Total for the program	54	24	44%	23	43%	7	13%

	Information and Awareness-building Events (lectures, conferences, round-table discussions)						
	Number of projects that planned such events	Number of projects that met the target within $\pm 10\%$ of the planned level		Number of projects that exceeded the target by over 10%		Number of projects that failed to meet the target by more than 10%	
Siberia	32	21	66%	9	28%	2	6%
Southern Russia	7	7	100%	0	0%	0	0%
Samara oblast	11	5	45%	5	45%	1	9%
Novgorod oblast	2	1	50%	1	50%	0	0%
Total for the program	52	34	65%	15	29%	3	6%

	Beneficiaries who received services during personal contacts with the project staff (at consultations, training and information events)						
	Number of projects that planned such activity	Number of projects that met the target within $\pm 10\%$ of the planned level		Number of projects that exceeded the target by over 10%		Number of projects that failed to meet the target by more than 10%	
Siberia	96	43	45%	39	41%	14	15%
Southern Russia	35	19	54%	13	37%	3	9%
Samara oblast	21	4	19%	12	57%	5	24%
Novgorod oblast	11	2	18%	8	73%	1	9%
Total for the program	163	68	42%	72	44%	23	14%

	Copying of Materials						
	Number of projects that planned such activity	Number of projects that met the target within $\pm 10\%$ of the planned level		Number of projects that exceeded the target by over 10%		Number of projects that failed to meet the target by more than 10%	
Siberia	77	50	65%	18	23%	9	12%
Southern Russia	14	10	71%	4	29%	0	0%
Samara oblast	17	8	47%	6	35%	3	18%
Novgorod oblast	16	7	44%	9	56%	0	0%
Total for the program	124	75	60%	37	30%	12	10%

The above tables indicate that grantees faced the greatest problems while projecting the number of clients that would ask them for services, particularly for consultations. The key reason was that planning of results often was "supply-based" rather than "demand-based."

The fact that a rather large share of grantees overestimated and underestimated their capacities and the demand for their services is explained by the reality that, for many grantees, this project was their first experience in targeted grant management. The grantees and regional network coordinators pointed out that project implementation improved their NGOs' image and allowed some of them to raise additional funds. See the table below for details.

Network	Projects (total)	Participation in GP was the first experience in targeted grant management		Grantees who were able to raise additional post-grant funding for their projects	
Siberia	126	60	48%	20	16%
Southern Russia	37	22	59%	14	38%
Samara oblast	21	11	52%	8	38%
Novgorod oblast	20	11	55%	2	10%
Total for the program:	204	104	51%	44	22%

One other mandatory microgrant program indicator was the number of female beneficiaries who (by contractual terms) should have constituted at least 50% of the total number of beneficiaries. The actual share of female beneficiaries after the microgrant program ended was 56%. Their distribution by region is shown below.

Network	Female Beneficiaries
Siberia	51%
Southern Russia	64%
Samara oblast	57%
Novgorod oblast	80%
Total for the program:	56%

In addition to providing services to their clients, some projects planned events targeted at strengthening the entire Third Sector, as revealed in the following table.

Network	Projects, total	Had an impact on local governments' decisions on problems vital to their client and local community		Promoted NGO coalition-building and partnership relations		Established models of cooperation with the public and private sector; models are new for this region	
Siberia	126	11	9%	34	27%	28	22%
Southern Russia	37	2	5%	1	3%	0	0%
Samara oblast	21	0	0%	9	43%	6	29%
Novgorod oblast	20	2	10%	9	45%	6	30%
Total for the program:	204	15	7%	53	26%	40	20%

Impact on Inter-Regional and Regional Resource Centers

Besides having an impact on beneficiaries and grantees, the microgrant program promoted the development of network member organizations. Different networks had different impacts.

- **Siberia:** The key impact on the Resource Centers (network members) in this region was skills development of staff of the regional representative office and other region-based NGOs; training in monitoring and evaluation of funded projects; and their attendance at expert council meetings. Improved image of the Regional Resource Centers and the entire non-profit sector was reported, a change which facilitated the passing of laws on municipal grants in some Siberian cities.
- **Southern Russia:** An improved image of Resource Centers with the local governments and other NGOs was the most important result in this region, a change which facilitated the passing of regulations on municipal grants and social order in four cities, and helped to increase Resource Center clients overall. In addition, a high level of synergy between the microgrant program and other Resource Center activities was reported.
- **Samara oblast:** As a result of the microgrant program, the work of five Resource Centers who are partners of oblast-based NGOs was funded. Grants helped to improve technical equipment and support, raise partners' professional level and smooth out cooperation between them.
- **Novgorod oblast:** Three consultation outlets in oblast districts were funded as part of the microgrant program; these outlets became the basis for the regional Resource Center network. The grant amounts helped to provide these outlets with office equipment which has been used by the Resource Centers and NGOs even after project end. The microgrant program allowed NGOSS staff to raise their professional level and improve the organization's image with the authorities, businesses and local NGOs.

Conclusion

The microgrant program was successfully completed, and reached its program indicators.