

Citizens Development Corps

f/k/a Citizens Democracy Corps

Integrated Business Services in Russia Program

FINAL REPORT

August 31, 2004

Integrated Business Services in Russia Program

Project Name: Integrated Business Services Project (IBS)
Contractor / Grantee: Citizens Democracy Corps
Contract / Grant #: Cooperative Agreement: 118-A-00-01-00147
Life of Project Period: September 11, 2001 to May 31, 2004
Person Preparing This Report: Brian Kroneman, Senior Program Officer
Phone: 202-872-0933
Fax: 202-872-0923
E-mail Address: bkroneman@cdc.org

I. INTRODUCTION

This activity focused on the further development of sustainable markets in business consulting services for SMEs. There was a strong emphasis on strengthened consulting and related training services for SMEs provided by commercially-oriented, Russian Business Support Institutions (BSIs) serving a specific industry or service sectors. Thus, USAID assistance was concentrated on strengthening the supply-side capacity of the participating BSIs (new product development, marketing techniques, BSI consultant and staff training) for service delivery by primarily, if not exclusively, Russian professional consultants.

II. PHASE I

Background

On September 11, 2001, the United States Agency for International Development awarded the Integrated Business Services in Russia Program (IBS) to a consortium of US-based non-governmental organizations, led by Citizens Development Corps (CDC), which also included Counterpart International, International Executive Service Corps (IESC), and The Louis Berger Group. As mentioned above, this program was primarily focused on developing sustainable markets in business consulting services beyond what had been done to that point in time. However, an additional focus was developing an effective means for continued access by Russian BSIs to U.S. volunteer business executives, which would be “paired” with Russian consultants working with individual SME clients and/or in group training settings.

In order to achieve these objectives and indicators, the efforts of the IBS Project focused on six target areas, as listed in the Cooperative Agreement and the Project Workplan:

- Continued Regional Focus
- Institutional Strengthening of BSIs
- Access to Finance
- Gender Considerations
- Government
- Network Building

Finally, as part of the original award, after the first eighteen months of the program, the IBS Project was required to submit a continuation application containing a design to reorient the program to develop and strengthen a leave-behind entity. However, in order to conduct this reorientation, the IBS Project would have to prove that it had made progress towards the end-of-project goals listed in the award. With that in mind, this first section of the report will focus on the activities undertaken in this “Phase One” period.

Continued Regional Focus

Given the requirement to work with and make sustainable 60 Russian BSIs with a broad geographical reach by the end of the program, the IBS Project realized that one of the first tasks had to be a broad identification and selection process of Russian BSIs. Moreover, in order to ensure that this network of BSIs was not to become overly burdensome on the project managers, some sort of structure and hierarchy needed to be set up to devolve some of the responsibility to the BSIs themselves.

With that in mind, before the project started, the CDC consortium proposed to elevate a small number of BSIs to the position of Regional Coordinating Partner (RCP). These RCPs would be responsible for a variety of tasks and roles that the program required, among which were:

- Coordinating a mini-network consisting of a relatively small number of BSIs (4-7) in their region
- Providing individualized business development trainings to their BSIs
- Arranging roundtables and seminars within their region
- Vetting scopes of work for volunteer business executives and consultants
- Coordinating the program’s efforts to collect data and results from the BSIs in their region

Therefore, with this structure in mind, in November and December 2001, the IBS Project Managers conducted efforts to identify and select both potential BSIs in the program, as well as those BSIs that could play the role of RCPs within the program. During this time period, the team interviewed a total of 76 organizations in 17 cities, assessing the quality and variety of the services they were providing, their organizational structure, their experience with volunteers, and their financial viability, among other criteria. Based on these meetings, the project was able to determine that 28 organizations could become participants in the program. Finally, after subjecting these organizations to a rigorous diagnostic analysis, and examining the geographic distribution of the organizations, nine organizations were invited to become RCPs in December 2001.

However, the project required that an additional 17 BSIs be added in order to meet an award deliverable. Thus, after the 9 RCPs were introduced to the goals of the project, they were instructed to identify BSIs within their region that they believed could be participants in the program. From these orders, RCPs were successful in attracting an additional 42 organizations into the network (all of which were visited by IBS Project Managers, in order to confirm their invitation). In short, by June 2002, the IBS Project

had signed agreements with 70 BSIs (10 of which were RCPs), located in 46 different cities throughout the country, serving 41 of the 77 regions in which the project was responsible for providing activities, and were located in cities that alone comprised 31.2% of the entire population of the country (44.9 million people).

Finally, it should be noted that over the course of the first phase of the program, the Project Managers reevaluated the participant BSIs along with the RCPs in order to ensure that project money was being spent to train BSIs that were both interested in the program, and fulfilling their duties as participants. As a result, it was determined that two of the BSIs needed to be dropped from the list, thereby knocking down the final number of participant BSIs to 68 (Appendix A).

Institutional Strengthening of BSIs

After identifying the participants, the IBS Project focused efforts on five principal activities designed to build their capacity:

- Training Programs
- Cost Share Grants for New Market Development
- Volunteer Business Executives and Russian Consultants
- Industry Sector Survey
- Project Website

Training Programs

As part of the diagnostic analysis conducted in November and December 2001, the IBS Project assessed the strengths and weaknesses of all of the BSIs within the project at that time, and suggested the areas for institutional strengthening and industry sector training. This assessment became the basis for discussions with the BSIs at the initial conference in February 2002, as well as a smaller, RCP-only event in March 2002. At both of these events, specific training courses were presented to the groups as potential curricula for BSI trainings, after which their feedback and interest was requested for each course. Although there were some courses that did not evoke much interest from the participants, most of them were enthusiastically received by the BSIs, and became the IBS Training Plan, which consisted of nine courses designed to build the capacity of the BSIs themselves in areas ranging from financial management, to public relations, to training of trainers, to project management and BSI management.

Alongside the number and type of courses, it is important to note how the attendees were chosen. As discussed above, a list of potential courses was provided to all of the participants in order to obtain their interest in the courses (including those that joined the project in April and May 2002). The IBS Project then used their feedback to determine who would be invited to take place in a particular course. In other words, if a BSI did not indicate an interest in a particular subject, they would not be invited to attend.

Finally, in addition to those courses included in the plan, there were six additional trainings and workshops that were conducted by the IBS Project. Oftentimes, these trainings were either geared towards a smaller group of BSIs, or it was a workshop that

contained many different and specific subjects that could not be included in the overall training plan.

A complete list of the BSI trainings and the number of participants in each training and workshop can be found in Appendix B.

Cost Share Grants for New Market Development

Coupled with the Training Plan, the IBS Project developed a “mini-grant” fund in March 2002 to build the BSIs’ capacity even further. More specifically, this fund was developed as a way for them to obtain financial assistance to promote a new product or service gained as a result of an IBS training or other project-sponsored technical assistance within its region, either through an event or through the development of materials or any other promotional tool, as a way to gain new commercial clients. These grants ranged in size from \$500 - \$2,000, and the BSI was required to cover at least 25% of the cost of the activity.

Shortly after its inception, these cost share grants became wildly popular among the BSIs. Over the course of the first phase of the program (approximately 15 months, given the start date of the grant fund), the IBS Project awarded 33 grants totaling \$40,089, with an average value of \$1,215 per grant. Moreover, the BSIs receiving the grants covered \$38,933 of the total cost of all the activities, resulting in a more than 97% cost share on their behalf.

A complete list of the activities funded by the grants, and their results, can be found in Appendix C.

Volunteer Business Executives and Russian Consultants

As indicated earlier, a secondary focus of this program was to provide volunteer business executives (VAs) to participating BSIs, a focus that had its roots in the previous Entrepreneurial Business Services (EBS) Program. However, unlike the previous program, where BSIs could simply find clients for VAs and absolve themselves from any opportunity to gain knowledge from the VA, this program required that any VA either be paired with one of the BSI’s consultants to assist one of their SME clients, or be providing direct assistance to the BSI. Moreover, all volunteers requested by BSIs would be provided so as to

Improved Standing in the Community

The Anti-crisis Resource Center in Ulianovsk had been working with Middle Volga Manufacturing to provide management consulting and human resources consulting for a couple of months, and was planning to begin assisting in a major ISO 9001 project. However, the client was looking to improve its profitability by having someone take a look at its production lines to see if there was any way for them to decrease costs. Through a volunteer provided by the IBS Project, and twinned with a local consultant from the BSI, the entire production line was examined, the result of which was the elimination of certain products, the raising of the price of others, and the replacement or repair of some of the older production machines. One year later, one of its products gained a near 66% share of the market, and the companies profitability increased by 30%. All of which helped the BSI gain a very high reputation among manufacturing companies in and around Ulianovsk.

provide knowledge and experience to the BSIs, rather than as a way to obtain extra money from the project – a problem found in the previous program.

In spite of this change of approach, the BSIs ended up requesting a significant number of volunteers in the first phase of the program. More specifically, the total number of VAs providing assistance was 54, and although the majority of BSIs requesting volunteers had experience with them in prior programs, at least a quarter of the requesting companies were new to the process.

Of course, the point of the volunteer assistance was not to simply provide numbers of volunteers who were assisting Russian SMEs, but rather their quantitative and qualitative value in the program on the whole. And on this particular subject, it is clear that the value provided by the VAs under the IBS Project was high, as evidenced by the following quotes from the BSIs themselves:

“As a result of the volunteer’s project, my business was able to make a positive impression with another similar business in the city, which resulted in a contract to develop a strategic plan for them” – **Novosibirsk International Consulting Center**

“The volunteer’s seminars gave my organization a chance to make more money, to uphold its reputation in business sphere, to gain new clients, while providing an opportunity to train the center’s staff and to improve the delivery of business seminars, all of which is improving our standing among the other consulting firms in Tomsk.” – **Tomsk Innovation Support Center**

In addition, volunteers were instrumental in providing trainings on new services and products to BSIs themselves, most notably quality management, human resources trainings, and tourism development, each of which saw multiple BSIs benefit from various volunteers over phase one.

A complete list of the volunteers provided to Russian BSIs and their clients, along with selected Success Stories, can be found in Appendix D.

Industry Sector Survey

As part of the emphasis on building the supply side capacity of the BSIs, USAID placed particular emphasis on identifying specific industry sectors that had growth potential in each of the BSI’s regions, and focus some of the project’s volunteer consulting efforts on building capacity within those sectors. In fact, this was of such high importance that included among the first benchmarks of the project was to identify the industry sectors for the activity with the assistance of the BSIs.

In response to this requirement, the IBS Project provided a glossary of data on growth industries for each of the project regions, based both on state statistical data and on studies undertaken by donor agencies, as well as a survey of all of the BSI directors to gain a sense as to what they felt were the principal industries. In addition, in eight representative regions spanning the project’s geographic scope, the project conducted a broad survey of over 1200 SMEs, obtaining their feedback on such issues as their industry spread, expected growth, current management capacity, level of competition, principal problems affecting their growth, and their demand for business services.

Finally, it is important to note that the most important output from this report was that SMEs across all industry sectors had a strong demand for BSI services.

The full text of this report can be found at http://ibs.cdc.org/ocs/html/ISS/iss_home.html

Project Website

As part of the Cooperative Agreement, it was suggested that the IBS Project undertake efforts to link all of the websites providing business information to BSIs, along with the websites for the BSIs themselves into a single integrated network serving participating BSIs across the country. In response to this, the IBS Project contracted with a U.S. based firm with an office in Moscow to develop an online community site for the project, allowing all of the partners to post and share information about their organizations, upcoming events, and generally to promote the program.

Unfortunately, this community site was beset with problems from the beginning. First of all, the building of the site took longer than expected, pushing back the launch date to mid-April 2002. However, even after the launch date, the site continued to experience technical difficulties with various sections of the site, which although would be fixed, did not provide much confidence with users. Secondly, the site was not intuitive for non-technical users, especially non-English speakers. Therefore, although many of the participants attempted to use it, because they could neither access information nor post information therein, they became frustrated quickly, and gave up trying. Thirdly, along with the technical difficulties within the site, different participants experienced problems simply connecting with the site itself, which could never be resolved. Moreover, as some of the documents were quite large, some participants found that it was too costly, in terms of connectivity charges, to use the site. Finally, the biggest complaint was that although the site had the capability of being completely bilingual, as no one in the field was using it, it effectively only had English content.

Summary

As a result of all of these activities to strengthen the BSIs, the IBS Project was able to achieve the following quantitative results over the life of phase one:

Activity	Result	Target
Number of clients served	21,879	18,000
Number of new clients served	12,788	
Number of new businesses created	1,775	
Number of persons employed by SMEs	519,967	97,200
Number of participants from SMEs receiving training and/or consulting	63,203	
Number of participants from BSIs receiving training and/or consulting	3,875	
Number of person/hours of consulting by local consultants	156,162	

Access to Finance

Coupled with the need to strengthen the capacity of BSIs was the need for better access to financing on the part of their SME clients. Based on experience before the project began, SME access to finance was beset with problems due to high interest rates, poor business planning, lack of management and market knowledge, lack of collateral and credit history, and an overall lack of interest by commercial banks. With this in mind, the IBS Project led three principal activities designed to resolve some of these problems.

First of all, one of the IBS Project Managers conducted research into a number of different finance, credit, and leasing institutions that were located throughout the geographic area of the IBS Project. From this research, she was able to collect a series of contact information for these institutions, their credit rules and how they differ depending on the size of the loan, which was then presented to the RCPs at a conference in October 2002.

Secondly, both as part of the research mentioned above and independently from that, the IBS Project made connections with some of the other donor-funded activities located in Russia that were focusing on improving access to finance, and publicized these to the participants. Among the programs with which the IBS Project linked were the microcredit programs funded by EBRD, USAID (the Microfinance Sector Support Program run by DAI), and the IFC.

Finally, and perhaps the most effective way of affecting change in this area, was providing the institutional strengthening activities mentioned above. More specifically, with the trainings on financial management and budgeting, fund raising, and training of trainers and consultants, the IBS Project was able to improve the services offered by the participating BSIs that are relevant to helping their clients access capital. In fact, as one of the BSIs stated:

“As we were providing better advice to our clients, they became better able to identify their financing needs, correctly prepare the applications and business plans, and improve the management of their budgets and overall project.” – **Novgorod Technopark**

As a result of all of these efforts, the project was able to take attain the following results:

Activity	Result	Target
Number of businesses receiving finance that were referred by a BSI	1,894	
Percentage of number of businesses referred to financial institutions that received financing	33%	
Percentage of these businesses that were women-owned	65%	
Total Dollar amount received in financing	\$87,707,355 (incl. one company in Rostov-on-Don that received \$50m from a US corporation)	\$15,000,000

Gender Considerations

Speaking again to the principal focus of the IBS Project of strengthening the supply side capacity of BSIs and their consultants, it was clear from the beginning that one of the areas that needed particular attention was that of women-owned businesses. As stated in the award, at that time only 18% of SMEs were owned by women, and even though these businesses were enthusiastic participants in technical assistance activities, oftentimes BSIs did not have the knowledge of how to either respond to issues native to women-owned businesses, or even attract the women business community as clients.

With that in mind, the IBS Project undertook specific steps to try and address this problem in its activities. First and foremost, understanding that the BSIs who would be best able to understand, provide services to and market to women would be women-owned BSIs, particular attention was given in the participant selection process to the gender of the owners and their prime managers. With that in mind, of the 68 BSIs who signed and continued agreements with the IBS Project through the end of the first phase, 23 were owned solely by women, and another 16 organizations gave the role of prime manager to women, resulting in a 57% participation rate from the very beginning.

In addition to this, with the IBS Training Plan, it was understood that for the most part, the trainings would not be attended by the owner of the BSI, but rather the consultants and/or a local project manager, who almost always was female. As a result of this understanding, of the 588 people trained either at project training sessions or at the workshops, 301 of them were women, a figure that works out to 51.2% of the total.

Beyond the trainings found in the Training Plan, the IBS Project also began a program of roundtables focusing on issues specific to Russian women business owners and managers. The first of these roundtables was held in October 2002 with the owners of 12 of the women-led BSI participants taking the lead in the discussions, the goal of which was to determine what would be the best way to affect change in this target area. After discussing it for the better part of the day, the participants decided that 8 of them would hold regional gender roundtables, co-sponsored by the IBS Project, where key women business leaders from their own communities would congregate in order to gain an understanding of the specific challenges and constraints they faced. As a result of these regional roundtables, 420 women (and 22 men) were brought together to discuss these problems.

As a result of these activities, the project was able to obtain significant gender-related results, both quantitative and qualitative. Speaking to the quantitative, the project was able to attain the following results, illustrating its success in this particular target area:

Activity	Result	Target
Number of women-led businesses served	12,042	11,700
Number of women-led businesses created	846	
Number women employed in SMEs	290,325	
Number of women in SMEs participating in training and consulting sessions	36,855	5,700
Percent of women in SMEs trained and consulted	58.3%	47%

As for the qualitative results, BSIs had the following to say about the efforts to affect change among women-led businesses:

“Over the course of the program, our organization focused predominantly on providing advice to business women, conducting seven roundtable discussions, two women’s conferences, and helping to found 79 women-managed companies.” – **Enterprise Support Center, Rostov-on-Don**

“For one woman-led company, we helped write a business plan, establish partnerships, and provided legal advice. Since this assistance, her business has grown to the point where she is now implementing a \$17 million project.” – **Bratsk Chamber of Commerce and Industry**

“The IBS Program has instilled confidence among women that their initiatives will be supported.” – **Irkutsk Agency of Business Development**

Government

Although this target area was included in the cooperative agreement, and every organization made it clear that the government remains a major obstacle to development, this target area was deemphasized shortly after the signing of the award. The principal reason behind this was that after the IBS Project started, USAID decided to fund an advocacy project whose goal was to strengthen the capacity of regional business associations to advocate for improvements in the administration and policies affecting Russian SMEs.

That being said, there were some activities the IBS Project carried out that fell under the banner of affecting change in the government. First and foremost, the IBS Project collected data destined for the USAID advocacy project on the business associations to which BSIs and their clients belonged. As a result, the IBS Project was able to identify at least 108 business associations from North West Russia to Eastern Siberia with whom the advocacy project could work.

Secondly, although trying to resolve governmental problems was not the principal focus of the technical assistance that VAs were providing under the auspices of the IBS Project, there were a couple of instances where VAs provided assistance either directly or indirectly to local governments. One example of direct assistance was an assignment a VA had with the Innovative and Consulting Center in Belgorod, an agribusiness consulting agency run by the regional government in Belgorod who was interested in improving the services they were providing and their marketing, in addition to wanting to develop the agricultural sector in the region.

Tourism Promotion

Over the life of the project, four volunteers provided assistance to two regionally-organized associations focused on promoting tourism within their regions. While the recipients were these associations, the associations worked hand in hand with their regional governments, and representatives from these regional governments played an active part in the trainings and seminars provided by these VAs. Moreover, as a result of this assistance, both of the regional governments gained an even greater appreciation of the BSIs who helped to organize the events, as well as a greater appreciation and emphasis on helping the BSIs and the associations with their tourism development efforts.

Network Building

On top of the target areas that were delineated by USAID in the Cooperative Agreement, the IBS Project also focused on activities that are not easy to place in any of the target areas. The most principal one of these was building a sense of a network and getting the BSIs to work with each other, rather than competing with each other.

Regarding the building of a sense of a network, this took hold from the very beginning of the IBS Project. As mentioned earlier, the BSIs were grouped into regionally-based mini-networks containing anywhere from 6-9 BSIs, and led by an RCP. Not only was this done to lessen the workload for the IBS Project Managers, but also to bring together a small group of BSIs into a working entity with whom they would get more and more familiar over the life of the project, as well as to build trust between organizations. Moreover, the RCPs played the role of mentor and teacher to the BSIs within their mini-network, thereby strengthening their capacity. One example of this last point is found in the mini-network located in South Russia. The RCP of this mini-network (Enterprise Support Center in Rostov-on-Don), having received ISO 9001:2000 certification, took it upon itself to provide trainings on gaining this certification, as well as direct one-on-one consultations with the BSIs in their mini-network in order to lead them in obtaining this certification.

Along with creating a sense of network within the regions, it was also important for this sense of network to be developed between the regions. To that end, the IBS Project focused on two major activities. The first of these was trying to brand the name of IBS, and the participants within the program, as a marker of quality consulting, primarily within the network, but also to potential clients. With that in mind, after each training in the Training Plan, participants would receive a certificate stating that they had successfully completed the training, which most of them would then frame prominently within their offices. However, the idea of building the IBS brand really took off with the second major activity – bringing the BSIs together for workshops and conferences. At

these conferences, the BSIs (and more importantly due to their lead role in the program, the RCPs) were given significant opportunities, both formal and informal, to meet each other, market the products and services they offered, and ascertain the quality of the organizations within the network. This last point is particularly important, for as soon as the participants realized that the other BSIs in the network gained access on their own merit, and not by connections or favoritism, they bought in to the program even more and began to see the program as a significant asset to their organizations.

After creating this backdrop of trust and quality between the BSIs, the most impressive results of this cross-cutting activity began to take place, with numerous examples of BSIs working together on projects, trainings and seminars. Some of the more notable examples of collaboration are listed here (an entire list can be found in Appendix E):

Partnering BSIs	Activity
Enterprise Support Center, Rostov-on-Don Audit Alliance, Krasnodar	Joint consulting project on preparations for attaining ISO 9001:2000 in Krasnodar
Stratum Consulting, Chelyabinsk International Consulting Center, Yekaterinburg	Co-sponsoring seminar on Project Management in Chelyabinsk
International Consulting Center, Yekaterinburg Enterprise Support Center, Rostov-on-Don	Jointly prepared a Sverdlovsk Oblast water bottler for ISO 14000 certification
SME Support Fund, Cheboksary Volgograd Chamber of Commerce	SME Support Fund consulted with the Volgograd Chamber on developing a micro-credit program in Volgograd
Volgograd Chamber of Commerce Volzhsky Chamber of Commerce	Arranged a joint business mission for SMEs to Australia
Moscow Innovation Fund FRIBA, Obninsk Garant-Info, Yaroslavl Upper Volga Institute, Tver Enterprise Support Center, Tver Elita, Nizhny Novgorod Vidnoye Chamber of Handicrafts Voronezh Regional Agency for SME Support International Consulting Center, Voronezh Conart Ltd., Belgorod	Carried out a seminar on experience exchange in Zelenograd, Moscow
St. Petersburg Foundation for SME Support Moscow Innovation Fund	Jointly implemented a program to search for partners for a Korean corporation
Voronezh Regional Agency for SME Support Reforma, Voronezh	Carried out a joint survey analyzing the current situation and potential growth areas for SMEs in the Voronezh region
International Consulting Center, Novosibirsk Center for Technical Support, Novosibirsk Interconsult, Kemerovo	Created a consortium and participating in a World Bank project on providing assistance to restructure enterprises
Irkutsk Agency of Business Development Ust-Ilimsk Women Entrepreneurship Union	Co-sponsored a seminar on the basics of leasing for entrepreneurs and government officials

III. PHASE II

Background

According to the award, in month 18 (March 2003), the IBS Project was to submit a continuation application to USAID/Russia. This application would deal heavily not only with the expected quantitative results of the program, but also with the identification and training of a leave-behind entity that would take operational control of the program at the end of the third year. After some discussion as to what this phase would look like, the IBS Project decided to go with the option that the BSIs felt would be the most productive – developing regional clusters of BSIs.

As part of this strategy of developing regional BSI clusters, the IBS Project was planning to focus on a couple of key areas. First and foremost, the regional BSI clusters would be based around the mini-networks that were created in the first phase of the program. However, the composition of these mini-networks would be reevaluated to make sure that the members bought in to the concept and the IBS Program, and that the necessary cluster development skills were available among the participants. Secondly, instead of centralizing the training efforts, they would be pushed to the regions, where the information provided could be more specialized to the industries and the SME development situation found in that region, in addition to being provided by regionally-based experts, oftentimes from BSIs themselves. Finally, significant efforts were going to be spent training one organization within each cluster to compete for international tenders, commercial contracts, and grants/contracts from donor agencies.

However, one week before this proposal was to be submitted, the IBS Project received word from USAID that because of changes in mission priorities and lack of available funds, the decision had been made to not fund the second phase of the activity. That being said, because the IBS Project had funds at its disposal, due to savings incurred over the first phase of the program, USAID requested a closeout plan detailing what activities would be held with the remaining funds.

With that in mind, the IBS Project decided very quickly that the overall objective of regional BSI cluster development would be the same in this new closeout plan. However, unsurprisingly, the activities envisioned in the first version of phase two planning were curtailed greatly. More specifically, the IBS Project was going to work with fewer clusters, the amount of volunteer technical assistance provided was going to decrease significantly, and the trainings designed to build the capacity of competing on major contracts were eliminated entirely. In summary, the closeout activities were going to be reduced to the following, which were to be completed by December 31, 2003:

- Creation/Selection of Regional Cluster Development Plans
- Regionally-based Cluster Development and Training Activities

Creation/Selection of Regional Cluster Development Plans

Since both funds and time were tight, the IBS Project began implementing the Closeout Plan within three weeks of its approval by USAID in late May 2003 by holding a

Competitiveness and Cluster Development seminar for the RCPs. At this seminar, various competitiveness methodologies and initiatives were discussed, the goal of which was to help further the goal of long-term sustainability of their consulting organizations after the USAID project ends. In addition, at the end of the seminar, the RCPs were invited to submit proposals for implementation of cluster development activities in their regions between August and December 2003. These proposals were required to focus on activities that would attract new fee-based clients, have an industry sector focus, that would include all of the members in the cluster, and truly lead to the development of a consulting cluster.

When the time came for the proposals to come in a few weeks later, the IBS Project received nine proposals. These nine proposals were then reviewed by the IBS Project Managers and judged according to twelve criteria that were determined by the Project in advance. After reviewing them, it was then determined that of the nine, only seven cluster development proposals fell within the competitive range, and were worthy of being funded.

Regionally-based Cluster Development and Training Activities

Although each of the cluster development plans was designed specifically for the region in which the cluster was found, they all had the same basic components. First of all, the clusters reviewed composition of the mini-network that was created in the first phase of the program, in order to ensure geographic spread and inclusion of only those firms that were committed to the model. As a result, for some clusters, such as the one in St. Petersburg, which added BSIs in Murmansk and Pskov, the number of BSIs expanded. However, for most of the clusters, the opposite held true, as those less-qualified and less-interested BSIs were removed from the clusters, at an average of about one per cluster. With that in mind, the number of BSIs who were active in the cluster development activity was reduced from 68 to 45.

After reviewing the composition of the cluster, the clusters came together for a short roundtable discussion, led by the RCP in the region who submitted the proposal. This roundtable introduced the idea of clustering to the other BSIs in the program, discussed the action plans that were proposed to the IBS Project, and laid the groundwork and principles for cooperation within the cluster.

Next, the clusters moved to activities designed to help them understand their regional markets even better. First, the clusters undertook market research of the regions where their cluster members were located, starting with a cooperatively developed questionnaire and survey. Separately, but concurrently, the cluster also identified what the objectives of the research would be. Although there was some differentiation between the clusters, all of them wanted to find out about the general economic condition of their regions, the specific conditions that SMEs face in their regions, the industry breakdown of the SMEs in their region, and the demand for receiving consulting services. Then, after interviewing the companies (over 3000 of them between all of the clusters), the RCPs collated and analyzed all of the data into a cogent report, and suggest a strategy to respond to this research.

Secondly, the cluster all developed client databases, with similar elements and purposes. First of all, the databases listed contact information for both existing SME clients and potential SME clients within the region, their demand for consulting services, and their industry sector, so as to make easier the selection of companies that could use like services from the cluster. Regarding the purpose, these databases were developed primarily as a marketing tool for the cluster, detailing the services SMEs received in the past and those that they may be interested in receiving in the future.

Before proceeding, it is important to note some important differences between the clusters in their undertaking of the market research and client database. For the clusters centered in Velikiy Novgorod and Irkutsk, both of these tasks targeted pre-determined industry sectors that were identified by the clusters as being the most important in their regions. In Velikiy Novgorod's case, this meant focusing their efforts on the tourism and hospitality sector, while in Irkutsk's case, this meant primarily focusing on the timber industry, with a secondary focus on the tourism sector. As for the cluster headquartered in Voronezh, although the market research was conducted across industry sectors, the goal was to identify the industry cluster that would have the most potential for growth and development within their region. Then, with the development of the database, the firms listed came primarily from that sector, identified as fruit and vegetable production and processing, and its ancillary sectors.

After completing the market research and client database, the clusters began conducting seminars, both as outreach activities, and as internal training sessions to build the capacity of cluster members. Speaking to the internal training sessions, the topics ranged from market research, to export-related consulting, to attracting investment, to project management, to regional competitiveness, to general consulting skills. As for the outreach activities, these took on many different forms, depending on the focus of the cluster itself. For instance, within the Velikiy Novgorod cluster, two roundtables centered on tourism development were held with representatives from the regional government, local associations, and SMEs within the tourism sector, the goal of each being the discussions of mechanisms to boost the tourism industry as well as encouraging the provision of these mechanisms through services provided by the cluster. On the other hand, the cluster centered in Rostov-on-Don focused its activities on promoting the idea of industrial clusters to various professional associations in Southern Russia, ranging from light manufacturing, to high technology, to poultry farming.

Based upon this framework, a number of results were achieved, both quantitative and qualitative. First of all, quantitatively, the clusters were able to attract and carry out a number of contracts as clusters, specifically:

Cluster Location	# of Contracts for services
Velikiy Novgorod	2 (Also, 3 leasing deals and 26 loans)
Voronezh	5 (Market research, business planning, real estate appraisal)
Rostov-on-Don	5

Cluster Location	# of Contracts for services
Yekaterinburg	2
Volgograd	5 (Also, developed a regional coalition to promote entrepreneurship in the Lower Volga Region)
Tomsk	5
Moscow	4
Irkutsk	7 (Including an assessment of administrative obstacles to businesses funded by the World Bank)
Total	35

However, qualitatively, the results were in some ways more impressive. First and foremost, the idea of cooperation and collaboration within the clusters took a firm hold, with all of the cluster members mentioning this as the number one thing they received in the second phase. This is extremely important, as at the beginning of the program, one of the major concerns of the IBS Project was getting participants to trust one another at all. In addition, by the end of programmatic activity, cooperation was seen by the participants as being not only professionally beneficial to them, but also financially, as they could see that through their mutual databases of clients and experiences, in addition to the broadening of offered services, they could reach so many more clients at a fraction of the cost. Secondly, through the cooperation and collaboration developed in the clusters, the image projected by the clusters on the business communities and governments within their regions improved greatly, which will lead to new contracts and clients well beyond the timeline of the IBS Project.

Finally, regarding the benchmarks against which the IBS Project proposed in the closeout plan, the results were mixed. Although the project worked with the number of clusters and BSIs envisioned, because of the short duration of the second phase (four months), it was impossible to attain the numbers of new clients attracted as a result of cluster activity, the numbers of cross-cluster training events, and the amount of financing received by clients as a result of cluster activity. That being said, even within this short time period, the clusters were able to hold a number of events ranging from internal trainings to seminars and roundtables that both educated participants and promoted the cluster. A list of the proposed benchmarks and actual numbers can be found below:

Deliverable	Actual Number	Proposed Number
Number of sustainable clusters	7	6
Number of sustainable BSIs in clusters providing SME services	45	45
Number of new clients attracted because of cluster activity	35	1200
Number of in-cluster training events	37	36
Number of cross-cluster training events		18
Amount of financing received		\$5M

Deliverable	Actual Number	Proposed Number
Number of industry-sector specific trainings provided (name the industry-sector)	9 2 – Tourism 2 – Timber 2 – Fruit/Vegetable Processing 1 – High Technology 1 – Light Manufacturing 1 - Poultry	18
Number of meetings with regional leaders (public, private, and NGO)	16	18

IV. CONCLUSIONS and RECOMMENDATIONS

Self-sustainability and existence beyond USAID funding

From the very beginning of the IBS Project, one of the key markers of success of the project was sustainability, both of the BSIs providing consulting services, and of the SME clients they serve. In fact, the Intermediate Results (IRs) to which the IBS Project was responding included the goals of strengthening BSIs and helping them attain greater levels of commercial activity, in addition to establishing and sustaining networks of BSIs. More specifically, the objective was to leave behind 60 BSIs operating on a fully sustainable commercial basis.

On these markers, it is clear that the IBS Project has been an unqualified success. First of all, through the industry sector survey conducted in phase one, VAs that came out to provide industry-specific technical assistance either to the BSIs or their clients, and particularly the regional market surveys conducted by each of the clusters in phase two, the BSIs were able to gain an understanding of the markets in their own regions that was not there for most of them before.

Following this, the IBS Project was very successful in creating new relationships between participants in the program. First of all, as mentioned earlier, the IBS Project was able to create a cogent and cohesive network of 68 BSIs in the first phase of the program that everyone bought into, both due to the group dynamic infused through trainings and conference, but primarily due to the quality of the participants that was evident in all workings. Secondly, within that larger network, the IBS Project developed a mini-network of RCPs, who worked closely with the IBS Project Managers to design and implement the desired activities, which created a group that bought into what the IBS Project was trying to do, and was able to promote that within their own regions. Finally, the most important relationships affecting sustainability were found in the mini-networks of BSIs led by an RCP that the IBS Project created. In fact, it was through the success of these mini-networks that the IBS Project moved towards the regional cluster development approach in the second phase of the program, which led to even deeper cooperation and collaboration between the BSIs – characteristics that have lasted beyond the timeline of the IBS Project.

Beyond the relationships and the market understanding that the IBS Project fostered, one clear marker of success is the number of new products and services that the project created within the BSIs. As an indicator of this, every single BSI reported that they were able to develop new products and services as a result of the program. And these new products and services were not just limited to those taught in the Training Plan, but also included products and services that the BSIs taught each other. For example, the Kaliningrad BSI began a new service of appraising businesses, while the Smolensk BSI was able to offer a housing leasing program within its financial services portfolio, while the BSI in Tambov was able to offer services in investment project management, and the Bratsk BSI began offering organizational psychology services. Needless to say, there are many more examples of this.

Finally, due to the improved market understanding, new relationships, and the new products and services offered by the participating BSIs, the ultimate marker of self-sustainability and of success of the IBS Project is the ability of the BSIs to gain new clients. As mentioned earlier, in the first phase of the project, the BSIs ended up serving a total of almost 22,000 clients, 13,000 of which were new clients (or 58% of the total). More telling though is the fact that all of the BSIs indicated that they saw an increase in the number of clients, an increase in their sales, and most importantly, an increase in their revenue as a result of their participation in the program. Last, it should also be noted that for many of the BSIs, there was also a diversification and expansion in the markets and industries they were able to serve as a result of the program.

Recommendations to USAID regarding Program Continuation

Although the CDC Consortium believes that the IBS Project was an unqualified success, due to the reasons mentioned above, there are certainly areas that could be given more attention in future programs.

- 1) Additional time is needed to develop the clusters. Although there were some definite successes, and the cooperation and collaboration are real leave-behinds, four months of activity can only get the clusters so far. More industry trainings could be provided by both VAs and Russian consultants. The clusters can be made more robust by developing connections with local universities. Additional cluster capacity building, in the form of cluster development specialists from other countries that have implemented these types of programs, can be given. In addition.
- 2) There is still work to be done in the gender consideration target area, specifically in the ability of women-owned businesses to access credit. This is particularly important because even though 65% of the businesses receiving credit in the program were women-owned, only 4.4% of the overall credit amount was received by women-owned businesses. Moreover, as indicated by one of the participants, many female managers have stereotypes about their own lack of capabilities, which only serves to reinforce the general stereotypes that exist.

- 3) Participating BSIs still lack a cohesive and user-friendly website, in spite of efforts that were made in this area. With that in mind, it would be wise to work with one of the participant BSIs who already has a website to have them design and implement a framework that truly integrates all of the participants, clusters, and their websites.
- 4) Most importantly, there is a need for continued capacity building of the BSIs located in the smaller cities. For while the BSIs located in larger cities such as St. Petersburg, Moscow, Rostov-on-Don, and Yekaterinburg improved only somewhat, their operations were already quite good, due to the years of experience they had working with international donor activities. On the other hand, those BSIs located in places like Tambov, Kalach, Bratsk, Angarsk, and Irkutsk improved significantly, as for many of them, this program was their first exposure to international donor activity, and the demand for the assistance provided in this activity was great. In fact, one of the comments made to the project was that without the project, they could have never afforded such training programs. Beyond the lack of prior experience with international donors, the major need for additional time to work with BSIs in these smaller cities is that the markets and the SMEs in their cities are weak, much weaker than those in the aforementioned large cities. As such, the financial stability of the BSIs located here is tenuous.

Conclusion

As stated in the introduction, the objective of the IBS Project was to strengthen the supply-side capacity of the participating BSIs for service delivery by primarily, if not exclusively, Russian professional consultants. Regarding the achievement of this objective, it is clear that even though the project did not last as long as originally anticipated, this objective was most definitely attained. More specifically, as a result of the IBS Project, the BSIs gained new products and services for their markets, became more aware of the characteristics and potential of their markets, began to cooperate and collaborate with other participant BSIs, developed the skills of their consultants, improved the management of their companies, and most importantly, increased their sales and revenue. In addition, as a result of improving themselves, the BSIs are better able to serve the demands of the SMEs within their communities. Finally, as a result of all of these accomplishments, the reputation of both CDC and USAID within the Russian business community has grown even better, which will make future efforts by both organizations more effective.

APPENDIX A

List of Participating BSIs



CITIZENS DEMOCRACY CORPS, INC.
Integrated Business Services Program

Business Support Institutions

	Name of the BSI	Address	Telephone/fax'e-mail	Contact	Cluster Participant?
1.	MOSCOW INNOVATION FUND	Office 1, 1205 Zelenograd, , Moscow ,103460	Tel /Fax: (095) 532-84-43 e-mail: Vlminf@cityline.ru minf@mail.ru	Oleg Victorovitch Mironenko Director	No
2.	1. Verkhnevolzhje Institute	3 rd floor, 15 Novotorzhskaya St., Tver, 170000	Tel.: (0822) 334554, Fax.: (0822) 488692, e-mail: uvi@tvcom.ru	Irina Nickolaevna Aksenova, General Director	No
3.	2. Tver Enterprise Support Center	12 Vakzhanova St., Tver, 170000	Tel.: (0822) 339414 Tel./fax.:488221 e-mail: ElenaS@tesc.tvcom.ru office@ tesc.tvcom.ru	Elena Viktorovna Saprykina, General Director	No
4.	3. Elita Training Center	Office 47, 199, Vaneeva st., N. Novgorod	Tel: (8312) 680-606 Fax: (8312) 680-916 e-mail: elita@kis.ru	Natalia Vasilievna Alexandrova, Director	No
5.	4. Non-governmental educational institution "French-Russian Institute of Business	Office 220, 129, Prospect Lenina, Obninsk, Kalugskaya obl.,249020	Tel: (08439)34643 (08439)44181 (08439)74238 Fax: (08439) 40888 e-mail: fridas@obnisk.ru	Anatoly Aleksandrovitch Sotnikov Rector; Nadezhda Mikhailovna Baranova, Consultant	No

		Administration”		baranova@fridas.ru		
6.	5.	Tula Business Training Center	Office 718,7 Krasnoarmeysky pr-t , Tula,300041	Tel: (0872)20-01-95 e-mail: tsitkometrit-1@tula.net tsitko@rambler.ru	Yury Anatolievich Tsitko, Director	No
7.	6.	Information Consulting Center “Garant-Info” IHQ “Conversion”	80, Sovetskaya str, Yaroslavl, 150003	Tel: (0852)32-02-35, 73-40-05,73-20-71 e-mail: ecos@iubnt.yar.ru	Irina Nikolaevna Nikitina, Director; Tatiana Viacheslavovna Petrova, Deputy Director	No
8.	7.	Vidnoe Chamber of Handicrafts	Office 3, 47 Shkolnaya str., Moscow region, 142700	Tel : (095) 541-70-32 (095)548-11-22 Fax: palatarem@vidnoe.ru	Sergey Pavlovich Yastrebov, President; Elena Mikhailovna Yastrebova, Vice-President	No
9.	IRKUTSK AGENCY OF BUSINESS DEVELOPMENT		7 B , Proletarskaya str., Irkutsk,664011	Tel./Fax.: (3952) 34-30-37 Tel:(3952)33-62-74 e-mail: vera@irbp.ru ; vs@irbp.irk.ru	Vladimir Ivanovich Snegirev, Director	Yes
10.	1.	Consulting company “School of entrepreneurship”, Angarsk	15 str. . Geroev, Krasnodona, Angarsk, Irkutskaya oblast, 665830	Tel.: (3951) 52-32-82, e-mail: angarsk_btc@mail.ru , http://www.morozov.ru/eng/btcs/angarsk.html	Valentina Alekseevna Vorobeva	Yes
11.	2.	Buriatia Entrepreneurship Development Agency	Office 12, 20, Krasnoarmeyskaya str, Ulan-Ude , Resp. Buriatia, 670034	Tel: (3012) 34 90 36 Fax: (3012) 34 90 41 e-mail: arp@makon.ru	Bimba Chimit –Tsirenovich Khasaranov, General Director; Natalia Mikhailovna Kuznetsova, Office-Manager	Yes
12.	3.	Bratsk Chamber of Commerce and Industry	6G, str.Mira,Bratsk,665708 mail box:667	Tel: (3953) 41-83-50 E-mail: cci@bratsk.net.ru	Alexandra Ylinichna Derevianko, Director	Yes
13.	4.	Ust-Ilimsk Women Entrepreneurship Union	40, prospect Druzhby Narodov,Ust-Ilimsk 666679	Tel: office: (395-35) 3-64-25 Home: (395-35) 5-67-80	Tatiana Andreevna Ryabochiapka, Director	Yes
14.	5.	Enterprises Support Center “Macon”	Office 10, 20 ,Krasnoarmeyskaya, Ulan-Ude, Respublika Buriatia, 670034	Tel: (3012) 44 90 36 Fax : (3012) 44 90 41 e-mail: arp@makon.ru	Aldar Badmaev, General Director	Yes
15.	6.	Women Business Center“Angara-plus ”	14-111, Ul. Kurchatova, Irkutsk 664074	Tel: (3952) 46-55-09, 39-78-35 e-mail: angara@prefect.irkutsk.ru	Oksana Vladimirovna Krivochiokova Director	Yes

16.	VOLGOGRAD CHAMBER OF COMMERCE AND INDUSTRY	2, 7-Gvardeyskaya St. Volgograd, 400005	<p>Tel.: (8442) 93-61-35 Fax: (8442) 93-61</p> <p>Tel.: (8442)34 41 78, 93 61 35 Fax: (8442)34 22 02, e-mail: cci@volgogradcci.ru e-mail: derig@volgogradcci.ru</p>	<p>Alexander Dmitrievich Belitsky, President Sergey Deriglazov, Regional Coordinator</p>	Yes
17.	1. Consulting Institute of Samara "SAMARACONSULT"	RF 176b, Novo-vokzalnaya, Samara, 443029 Mail box: 4428	<p>Tel.: (8462)94 08 70 (office), Tel.: 99 63 01 (home) e-mail: info@samaraconsult.ru</p>	Vladislav Vladimirovich Zaitzev, Director	No
18.	2. Volzhsky Chamber of Commerce and Industry	4 Stalingradskaya str, Volzhsky, Volgogradskaya oblast, 404120	<p>Tel.: (8442)27 33 93; 27 04 41, Fax: (8442)27 04 61, e-mail: org@volzhsky.ru; web-site: www.volzhsky.ru</p>	Vladimir Nikolayevich Glukhov, President	No
19.	3. Saratov Regional Chamber of Commerce and Industry	30, Bolshaya Kazachia str. , Saratov, 410600	<p>Tel: (8452) 27-70-78 Fax: (8452) 27-20-82 e-mail: cci@overta.ru</p>	Victor Ivanovich Fedotov, General Director	No
20.	4. «Dipol» School of Business, Saratov	Office 201,4, Myrny pereulok, Saratov, 410600	<p>Tel.: (8452) 45-95-59 Fax: (8452) 45-95-59 e-mail: education@taxis-dipol.ru</p>	Vladimir Leonidovich Vidro, Director	No
21.	5. "Consulting center", Nizhny Novgorod	Of 1, 13, Sovetskaya str, Nyzhny Novgorod 603002	<p>Tel : (8312) 44-24-07 Fax : (8312) 44-40-62 e-mail: victor_nyrov@rambler.ru</p>	Victor Fedorovich Nyrov, Director	No
22.	6. Chamber of Commerce, Togliatti	19-a, Pobedy str., Samarskaya obl, Togliatti, 445724	<p>Tel: (8482) 22-46-21 Fax: (8482) 22-47-34 e-mail: tpp@ccitogliatti.ru</p>	Vladimir Anatolievich Zhukov	No
23.	7. Training center "Factorial", Astrakhan	9, Bera str. , Astrakhan, 414000	<p>Tel: (8512) 22-26-21 Fax: (8512) 22-81-96 e-mail: alex@afsz.astranet.ru</p>	Alexander Georgievich Zikanov	No
24.	8. Small Business Support Foundation	12"B" Lenina prospect Cheboksary, 428003	<p>Tel/Fax: (8352) 62-06-25, 62-87-44 Email: chfond@chtt.ru</p>	Krasnov Vladimir Gennadievich, General Director	No

		of Chuvashia Republic			
25.	NOVGORODSKY TECHNOPARK VELIKIY NOVGOROD	Office 4306, 41 B. St.Petersburgskaya St., V.Novgorod, 173003	Tel./fax: (8162)131705 e-mail: chao@novsu.ac.ru	Alexander Cherepitz, Director	Yes
26.	1. Smolensk Foundation for Entrepreneurship Support	RF 23, st. Engelsa, Smolensk, 214000	Tel./Fax (0812)68 3538; 3 52 92, e-mail: MARAT@keytown.com	Marat Rigoyevich Ovchijan, Director; Valentina Victorovna Lomovtseva	Yes
27.	2. Smolensky Institute for Business and Entrepreneurship (Morozovsky Project)	RF 22-a Prospect Gagarina, Smolensk	Tel.:(0812)65 9913, Fax: (0812)65 9914 e-mai:l VIGru@mail.ru sibe@smolensk.sci.ru	Valeriy Ivanovich Grushenko, Rector, Vice-President of the Chamber of Commerce and Industry	No
28.	3. SMEs Business and Training Center of Novgorod Morozov Project	20 Velikaya St., V.Novgorod, 173004 mail box:70	Tel./fax: (8162)138 686 (office); 670014 Tel.: (81622) 7 55 45 (h) e-mail: nbtcc@novgorod.net	Vladimir Bogdanov, Director	Yes
29.	4. Vologda Agency for Business Development	15, M. Ulianovoy str, Vologda 160035	Tel:(8172) 722543 (8172)251423 e-mail: center@vcom.ru	Sergey Dmitrievich Stroganov, General Director	Yes
30.	5. Consulting Company "Psychology and Business"	Office 16, 53 Gorkogo str, Pskov 180007	Tel: (8112) 468592, e-mail: (8112) 441718 psystars@svs.ru	Ludmila Vladimirovna Ivanova, Director	Yes
31.	THE VORONEZH REGIONAL AGENCY FOR THE SUPPORT OF SMALL AND MEDIUM SIZED ENTERPRISES	34 Tzurupa Str., Voronezh,394000	Tel: (0732)53 00 34; 53 11 96; Fax: (0732)55 64 69 e-mail: vbrost@infobus.ru web-site: http://www.consulting.infobus.ru	Vladimir Borisovich Rostislavin, Director	Yes
32.	1. International Consulting Center	6 th floor, 68 K.Marx Str., Voronezh, 394000	Tel/Fax.: (0732)55 58 18; 55 09 02, e-mail: icc@comch.ru web-site: http://www.comch.ru/~icc ; http://uvrc.narod.ru	Boris Alexandrovich Makeev, Director	No
33.	2. Corporation with Limited Liability "Company Reforma"	Office 904, 97 Moskovski Pr. Voronezh, Voronezh Region, 394077, Russia	Tel/fax.: (0732) 39-22-84 (0732) 39-22-85 (0732) 51-27-92 E-mail: si@reforma.vrn.ru http://www.reforma-marketing.com	Sergey Viktorovich Perevozchikov, Chairman of board of founders Sergey Ivanushkin, chief executive Managing Director	Yes

34.	3.	Autonomous non—commercial organization “Kalach Entrepreneurship Support Center”	15, Lenina str, Kalach, Voronezh Region	Tel: (07363)27238,27211 E-mail: cse@cse.vrn.ru	Tatiana Ivanovna Grigorievskaya, Director	Yes
35.	4.	Lipetsk Chamber of Commerce and Industry	2 Skorohodova Str. Lipetsk, Lipetsk Region, 398019	Tel: (0742) 45-60-69 (0742) 45-60-17 Fax: (0742) 72-05-04 E-mail: star@ccilipetsk.su	Lilia Danilovna Pogudina, President; Olga Valentinovna Popova, Legal Department Manager	Yes
36.	5.	Tambov Regional Chamber of Commerce and Industry	118 Internatsionalnaya St. Tambov, Tambov Region, 392000	Tel: (0752) 71-40-51 Fax: (0752) 71-58-91 E-mail: cmi@tmb.ru	Nikolai Fiodorovich Kalinov, president Tatyana S. Saakyan, Service Centre Director	Yes
37.	6.	Company with Limited Liability “CONART Ltd.”	office 407, 2 Koroleva St. Belgorod, 308034	Tel: (0722) 52-92-98 E-mail: conart@csn.ru	Vladimir Lobukov, Director; Alla Lobukova, Project Co-Ordinator	Yes
38.	INTERNATIONAL CONSULTING CENTER, NOVOSIBIRSK		Office 624, 15 Vokzalnaya St., Novosibirsk, 630099	Tel: (3832) 271-679 e-mail: office@icc.org.ru www.icc.org.ru	Vladimir Andreevich Ivankin, Director	Yes
39.	1.	Center for Technical Support	Office 710, 165, Nemirovicha-Danchenko str , Novosibirsk, 630087 mail box:148	Tel.: (3832) 464 836 Fax: (3832) 464 426 e-mail: tac@online.sinor.ru	Vladimir Nikolayavich Pavlov, Director; Vitalij Borisovich Tsytenko, Deputy Director; Alexei Veniaminovich Alexeev, Deputy Director; Larissa Nikolayevna Parfenova, Deputy Director;	Yes
40.	2.	Higher Business School	48-B, Office 26, 2 th floor, Krasnoyarskiy Rabochiy av., 9 floor, 6 Gladkova str., Krasnoyarsk 660014	Tel: (3912)34 98 26 e-mail: galina@vs.ktk.ru	Vladimir Alexeevich Kureshov, Director; Julia Ivanovna Grigorieva, Deputy Director on Financies and Economy; Yuri Gennadievich Koshkin, Deputy Director on Training; Galina Vasilievna Plyvach, Chief Accountant	No
41.	3.	Center of Consulting	Office 202, 29,Sarigina Str., Kemerovo	Tel.: (3842)283557	Igor Surkov -	Yes

	and Training "Interconsult"	650055	Fax: (3842)284898 E-mail: interconsult@kemernet.ru	Head; Galina Kotikova – Contact	
42.	4. Altay Chamber Of Commerce and Industry	65, Proletarskaya str, Barnaul,656056	Tel: (3852) 262050 Fax: (3852) 262367 E-mail: mail@tpp.altai.ru http://www.tpp.altai.ru	Nikita Liiovovitch Evtushenko, President; Svetlana Alexandrovna Timofeeva, Vice-president	Yes
43.	5. Omsk Education Center "Orientir "	35, Krasnpgvardeyskaya, Omsk,644099	Tel : (3812) 255540; Tel/Fax: (3812)25-22-87 Happy37@online.ru	Ludmila Ivanovna Kolomeitseva , Director; Natalia Yakovlevna Shabalina, Project Manager;	No
44.	ST.PETERSBURG FOUNDATION FOR SME DEVELOPMENT	14 Izmailovsky Prospect, St.Petersburg, 198005	Tel.: (812)325 8351, 251 7677 Fax: (812)112 6607 e-mail: sergey@fbd.spb.ru info@ fbd.spb.ru	Sergei Alexeevich Balanev, DirectorGeneral	Yes
45.	1. Regional Economic development Agency	15 Reshetnikova, S-Petersburg, 196105, m/b242	Tel/Fax: (812) 388-85-29;388-92-68 (812)388-8529 e-mail: Reda@reda.spb.ru www.reda.spb.ru	Igor Petrovich Rokhlikov, General Director	Yes
46.	2. AGRICONSULT	36, Voznesensky pr-t, S-Petersburg 190068	Tel/Fax: (812) 310-82-45; 917-06-48 e-mail: Agricons@mail.wplus.net www.agricons.spb.ru	Andrei Marcovitch Golokhvastov, General Director	Yes
47.	3. Karelian Regional Agency for SME Support	Office 014, 4 Engels Str, Petrozavodsk, 185035, Karelia	Tel/fax: (8142) 78-22-55, Tel.: (8142) 78-21-91 e-mail: business@karelia.ru , business@onego.ru , web site: http://delo.karelia.ru http://msb.karelia.ru	Mikhail Semenovich Rubin, Director General	Yes
48.	4. Center for Continued Training "KarelNok" of Morozovsky Project	3 rd floor, 12 Kirova Str, Petrozavodsk,, 185610, Karelia	Tel.:(8142) 76 96 61 ; 781450; 784240 e- mail: centernok@onego.ru web-site: www.karelnok.ru	Valentina Nikolayevna Khannolainen, Director	Yes
49.	5. Arkhangelsk SME Development Agency	105A, Voskresenskaya str, Arkhangelsk, 163061	Tel: (8182) 21-22-11;64-15-74 E-mail: office@abc.delo.ru godiev@abc.delo.ru inna@abc.delo.ru Www.abc.delo.ru	Nikolay Vasilievich Godiev, General Director; Inna Aleksandovna Karelskaya, Manager	Yes

50.	6. Kaliningrad consulting Center «Business –Expert»	Office 318, 1 Geologicheskaya str, Kaliningrad, 236040	Tel: (0112)43-07-48;43-37-17;536401 E-mail: tacisppc@gazinter.net www.business-expert.net	Georgy Yakovlevich Dykhanov, General Director	Yes
51.	TOMSK CENTER FOR INNOVATION SUPPORT	Office 129, SFTI, main block, 1 Novosobornaya pl., Tomsk, 634050	Tel.: (3822) 531035 533227 Fax: (3822) 531035 e-mail: alex@itc.tsu.ru www.tisc.tsu.ru	Alexei Anatolievich Shaposhnikov, Director	Yes
52.	1. Business Center«YOU+WE»	Office 129, 40, Prospect Lenina, Tomsk, 634050,	Tel.(3822) 533118, Fax 533717 e-mail: pfc@tusur.ru	Irina Nevrayeva, Director; Anna Malysheva, Recruitment Manager	No
53.	ENTERPRISE SUPPORT CENTER ROSTOV-ON-DON	51 Kirovski St., Rostov-on-Don, 344006	Tel.: (8632)95 02 31, 65 57 10 Fax: (8632)92 35 89 e-mail: consult@aaanet.ru escros@aaanet.ru	Olga Semenovna Doubonossova, Director	Yes
54.	1. Don-Rech-Flot-Service	15, Nizhnaya Notalnaya str. , Rostov-on Done 344019	Tel: (8632) 598-273 512-809 e-mail: drf-service@mail.ru ivanov@drfs.ru	Sergey Victorovich Ivanov, Director; Aleksander Vladimirovich Skidchenko, Deputy Director	No
55.	2. Anti-crisis Management Center	11 Goncharova Str., Ulianovsk 432063	Tel/Fax: (8422)31 72 30 e-mail: kitovanna@hotmail.com web site: www.arc.simcom.ru	Natalia Yurievna Rulenko, Director; Anna Sergueevna Tumanova, Deputy Director, Sociologist; Irina Ivanovna Karabanova, Deputy Director in OD	Yes
56.	3. UIIS (Ulianovsk – Intellectual property	3 Engels,. Ulianovsk, 432063 M/b 4602	Tel./fax: (8422)312 184 e-mail: alisagk@mv.ru	Gueorgy Konstantinovich Ryabov, Director	No
57.	4. SME Support Agency, Sochi	Office 3, 38 Sovetskaya, Sochi 354000	Tel: (8622) 620-609 e-mail: info@consult-sochi.ru	Yuri Isakovitch Giller, Director	No
58.	5. Audit Alliance, Krasnodar	113, Krasnoyarmeyeskaya, Krasnodar 350015	Tel: (8612) 660-314 (8612)750-007 (8612)751-114 e-mail: Audit@aacorp.ru krc@mail.krasnodar.ru	Fiodor Vladimirovitch Gladki Director, Olga Georgievna Zyrianova, Deputy Director	Yes
59.	6. Consulting Group «Econs »	Office 404, 34, Mira str., Krasnodar 350063	Tel: (8612) 622-624 e-mail : eccons@inbox.ru	Larisa Yuirievna Lonina, Director	Yes

			www.eccons.da.ru		
60.	INTERNATIONAL CONSULTING CENTER EKATERINBURG	10/12 Lenina str. Ekaterinburg, 620062	Tel: (3432)65 44 04 e-mail: aplotkin@biser.ru	Anatoly Davydovich Plotkin, Director	Yes
61.	1. Surgut Chamber of Commerce	34a, 30 let Pobedy st., Surgut	Tel: (3462) 310541; 310561; 312212 e-mail: tpp@stpp.surguttel.ru Lvm@stpp.surguttel.ru http://stpp.surguttel.ru	Antonina Ivanovna Kopeiko, President; Lyudmila Vasilievna Morycheva, Vice President	Yes
62.	2. Entrepreneurship Support and Development Foundation	53, Khohrykova st., Tyumen	Tel: (3452) 250-638 e-mail: tyumen@smtp.ru http://fond.dem.ru	Galina Vladimirovna Bogdanova, General Director	No
63.	3. Stratum Consulting	35, Lenin prospect,#1403, Chelyabinsk,454090	Tel: (3512) 658-266 e-mail: info@stratum.ru olga@stratum.ru www.stratum.ru	Oleg Anatolyevich Permyakov, Director	Yes
64.	4. Public Foundation for Entrepreneurship Support, Tyumen Oblast	2, Gelogorazvedchikov st., #309 Tyumen	Tel: (3452) 493-059 (3452)493-055 fax:493-058 e-mail: fond@tyumbit.ru ICQ 160661855 www.pfsb.ru	Anzhelika Gembarskaya, General Manager	Yes
65.	5. Business Innovation Center	19, Mira str., Yekaterinburg,620002 mail box:1a	Tel: (3432)759-765 E-mail: director@cib.ustu.ru http://smeda.perm.ru	Galena Borisovna Lekhova, Director	Yes
66.	6. SME support Foundation, Verkhnia Pyshma	Verkhnia Pyshma	Tel: (34368) 3-17-00, 3-97-07 e-mail: makarova@vpcit.ru	Svetlana Aleksandrovna Makarova, Director	Yes
67.	7. Ural Agency for SME support	64, Sovetskaya str., #10, Perm 614045	Tel.: (3422)196 101; 196 133; e-mail: smeda@perm.ru	Svetlana Gennadievna Makovetskaya,	No

			web-site: smeda.perm.ru	Director	
68.	8. Enterprise Support Center	14, K.Cetkin str.,office 22, Perm, 614022	Tel.: (3422)129 110; 120 074; 409 292 e-mail: esc@perm.ru web-site: www.esc.perm.ru	Vladimir Kuzhmich Lenskikh, Director	No

APPENDIX B

IBS Training Plan

RCP/BSI Training

The following training programs were offered to RCPs and BSIs during the quarter:

Practical Management of Consulting Company - April 21-24, 2002

- Number of BSIs and RCPs Participating: **23**
- Number of these BSIs and RCPs that are women led: **8**
- Number of individuals that attended the training: **23**

“A.I. Prigozhin Master Class for Managerial Consulting” - June 10-12, 2002

- Number of BSIs and RCPs Participating: **43**
- Number of these BSIs and RCPs that are women led: **10**
- Number of individuals that attended the training: **43**

Practicum on Enterprise Restructuring (Petrozavodsk) - June 18-20, 2002

- Number of BSIs and RCPs Participating: **5**
- Number of these BSIs and RCPs that are women led: **1**
- Number of individuals that attended the training: **17**

Strategic Techniques of Quality Management (Volgograd) - June 18 -19, 2002

- Number of BSIs and RCPs Participating: **2**
- Number of these BSIs and RCPs that are women led: **0**
- Number of individuals that attended the training: **22**

How to Prepare a Company for ISO 9000 Certification (Ulianovsk) - June 14 -15, 2002

- Number of BSIs and RCPs Participating: **2**
- Number of these BSIs and RCPs that are women led: **2**
- Number of individuals that attended the training: **12**

How to Prepare a Company for ISO 9000 Certification (Ekaterinburg) - June 26-27, 2002

- Number of BSIs and RCPs Participating: **2**
- Number of these BSIs and RCPs that are women led: **1**
- Number of individuals that attended the training: **5**

Accounting Management and Budgeting -- July 8-10, 2002, St. Petersburg

- Number of BSIs and RCPs Participating: **24**
- Number of these BSIs and RCPs that are women led: **8**
- Number of individuals that attended the training: **27**
- Number of attendees who are women: **15**
- Percentage women participants: **56%**

Practical Aspects of Consulting Company Management -- July 22-24, 2002, Moscow

- Number of BSIs and RCPs Participating: **39**
- Number of these BSIs and RCPs that are women led: **13**
- Number of individuals that attended the training: **43**
- Number of attendees who are women: **22**
- Percentage women participants: **51%**

Quality Management Seminar -- September 16-18, 2002, Moscow

- Number of BSIs and RCPs Participating: **36**
- Number of these BSIs and RCPs that are women led: **11**
- Number of individuals that attended the training: **38**
- Number of attendees who are women: **19**
- Percentage women participants: **50%**

Gender Round-table – September 30, 2002, Moscow

- Number of BSIs and RCPs Participating: **12**
- Number of these BSIs and RCPs that are women led: **9**
- Number of individuals that attended the training: **12**
- Number of attendees who are women: **12**
- Percentage women participants: **100%**

Seminar with Alec Baechle “Statistical methods in quality management ISO 9000”, Sept 23-Oct 4, Volgograd

- Number of BSIs and RCPs Participating: **2**
- Number of these BSIs and RCPs that are women led: **0**
- Number of individuals that attended the training: **20**
- Number of attendees who are women: **11**
- Percentage women participants: **55%**

IBS Seminar “Marketing Lab”, November 12-15, 2002, Moscow

- Number of BSIs and RCPs Participating: **52**
- Number of these BSIs and RCPs that are women led: **21**
- Number of individuals that attended the training: **56**
- Number of attendees who are women: **32**
- Percentage women participants: **57%**

RCP conference – October 1-2, 2002, Moscow

- Number of BSIs and RCPs Participating: **10**
- Number of these BSIs and RCPs that are women led: **1**

- Number of individuals that attended the training: **37**
- Number of attendees who are women: **16**
- Percentage women participants: **44%**

All-BSI Conference – December 1-3, Moscow

- Number of BSIs and RCPs Participating: **68**
- Number of these BSIs and RCPs that are women led: **24**
- Number of individuals that attended the training: **93**
- Number of attendees who are women: **42**
- Percentage women participants: **45%**

**IBS Seminar “PR Strategy – Methods and Tools” –
January 27-28, 2003, Moscow, Ismailovo, Vega**

- Number of BSIs and RCPs Participating: **46**
- Number of these BSIs and RCPs that are women led: **17**
- Number of individuals that attended the training: **48**
- Number of attendees who are women: **31**
- Percentage women participants: **64.6%**

**IBS Seminar “Training and Consulting Services in Organization” –
March 3-4, 2003, Moscow, Ismailovo, Vega**

- Number of BSIs and RCPs Participating: **45**
- Number of these BSIs and RCPs that are women led: **18**
- Number of individuals that attended the training: **46**
- Number of attendees who are women: **27**
- Percentage women participants: **59%**

**IBS Seminar “Fund Raising and Project Funding” –
March 31-April 1, 2003, Moscow, Ismailovo, Vega**

- Number of BSIs and RCPs Participating: **40**
- Number of these BSIs and RCPs that are women led: **16**
- Number of individuals that attended the training: **40**
- Number of attendees who are women: **17**
- Percentage women participants: **42.5%**

**IBS Seminar “Finance for management of consulting and training companies” –
April 22 - 24, 2003, Moscow, hotel “Moskva”**

- Number of BSIs and RCPs Participating: **51**
- Number of these BSIs and RCPs that are women led: **19**
- Number of individuals that attended the training: **54**

- Number of attendees who are women: **32**
- Percentage women participants: **59%**

**IBS Seminar “Competitive and Cluster Development” – June 24 – 27, 2003,
Moscow, hotel “Moskva”**

- Number of BSIs and RCPs Participating: **10**
- Number of these BSIs and RCPs that are women led: **1**
- Number of individuals that attended the training: **20**
- Number of attendees who are women: **5**
- Percentage women participants: **25%**

APPENDIX C

Cost-share Grants for Market Development

Logistics for Effective Company Management – August 27 – 29, 2002, Rostov

- Number of BSIs and RCPs Participating: **4**
- Number of individuals attending the training: **18**
- Number of attendees who are women: **9**
- Percentage women participants: **50%**
- Cost Sharing: **BSI Contribution -- \$6,690**
 IBS Contribution -- \$2,000

Effective Project Management – September 9 - 12, 2002, Rostov

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **25**
- Number of attendees who are women: **8**
- Percentage women participants: **32%**
- Cost Sharing: **BSI Contribution -- \$1,695**
 IBS Contribution -- \$1,996

“Thorough Accounting to the Financial Management of the Company” – October 7, 2002, Information Consulting Center “Garant-Info” IPK “Conversion”, Yaroslavl

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **274**
- Number of attendees who are women: **223**
- Percentage women participants: **81.38%**

Cost sharing: **BSI Contribution - \$ 920.00**
 IBS Contribution - \$1,170.00

Creation and Promotion of Practical Market Technologies and Toolkit for Small and Medium Business Firms - October 18, 2002, Tula Education Business Center, Tula

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **42**
- Number of attendees who are women: **9**
- Percentage women participants: **21.43%**

Cost sharing: **BSI Contribution - \$1,305.00**
 IBS Contribution - \$1,396.20

Development of a New Consulting Product to Increase Effectiveness of Marketing and Sales Departments in SMEs - October 24, 2002, Consulting Company “ConArt”, Belgorod

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **37**
- Number of attendees who are women: **23**
- Percentage women participants: **62.16%**

Cost sharing: **BSI Contribution – \$ 581.71**
 IBS Contribution – \$1,495.40

New Potentials of Ads in Production Promotion on the Market - October 30, 2002, International Consulting Center, Voronezh

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **21**
- Number of attendees who are women: **15**
- Percentage women participants: **71.43%**

Cost sharing: **BSI Contribution - \$ 425.00**
 IBS Contribution - \$1,018.50

Training seminar “Basics and usage of ISO 9000:2000 in quality management system” – Nov 4-5, 2002, Krasnodar

- Number of BSIs and RCPs Participating: **2**
- Number of these BSIs and RCPs that are women led: **1**
- Number of individuals that attended the training: **39**
- Number of attendees who are women: **30**
- Percentage women participants: **77%**

Cost sharing: **BSI Contribution – \$3586.30**
 IBS Contribution - \$2000.00

Tourism Business Development in Tver Region (VE Thomas Tait) - November 12-13, 2002, Verkhnevolzhje Institute, Tver

- Number of BSIs and RCPs Participating: **8**
- Number of individuals attending the training: **70**
- Number of attendees who are women: **35**
- Percentage women participants: **50%**

Cost sharing: **BSI Contribution - \$480.00**
 IBS Contribution - \$300.00

Training for SME Managers “Acting Training as a method for HR reserve development” Nov 15-16, 2002, Saratov

- Number of BSIs and RCPs Participating: **1**
- Number of these BSIs and RCPs that are women led: -
- Number of individuals that attended the training: **16**
- Number of attendees who are women: **10**
- Percentage women participants: **62%**

Cost sharing: **BSI Contribution - \$1930.00**
 IBS Contribution - \$1000.00

**Training seminar “Management accounting for optimizing operations”,
Nov 15, 2002, Nizhny Novgorod**

- Number of BSIs and RCPs Participating: **1**
- Number of these BSIs and RCPs that are women led: -
- Number of individuals that attended the training: **14**
- Number of attendees who are women: **5**
- Percentage women participants: **36%**

Cost sharing: **BSI Contribution - \$1150.00**
 IBS Contribution - \$1100.00

November 25-27, 2002, Velikiy Novgorod RCP and Pskov BSI

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **10**
- Number of attendees who are women: **8**
- Percentage women participants: **80%**

Cost sharing: **RCP Contribution -- \$ 485.00**
 IBS Contribution -- \$ 515.00

**“Sales Art” - November 25-28, 2002, Vidnoye Chamber of Handicrafts, Moscow
oblast**

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **21**
- Number of attendees who are women: **19**
- Percentage women participants: **90.48%**

Cost sharing: **BSI Contribution - \$ 419.00**
 IBS Contribution - \$1,250.00

**Budgeting and managerial accounting – November 28, 2002, Agriconsult, St.
Petersburg**

- Number of BSIs and RCPs Participating: **13**
- Number of individuals attending the training: **17**
- Number of attendees who are women: **7**
- Percentage women participants: **41**

Cost sharing: **BSI Contribution -- \$ 524.00**
 IBS Contribution -- \$ 1 270.00

**Technology Transfer and Innovation Project Management - November 28, 2002,
French-Russian Institute of Business Administration (FRIBA), Obninsk,
Kaluzhskaya oblast**

- Number of BSIs and RCPs Participating: **3**
- Number of individuals attending the training: **62**
- Number of attendees who are women: **21**
- Percentage women participants: **33.87%**

Cost sharing: **BSI Contribution -\$1,610.00**
 IBS Contribution - \$1,250.00

**Quality Management System on the Bases of the International Standards ISO-9000
– Guarantee of Successful Enterprise Activities in Market Conditions, November 29,
2002, Lipetz Chamber of Commerce and Industry, Lipetz**

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **104**
- Number of attendees who are women: **28**
- Percentage women participants: **26.92%**

Cost sharing: **BSI Contribution - \$ 765.00**
 IBS Contribution - \$1,560.00

**Human Resource Management Skills, November 29-30, 2002, Elita, Nizhny
Novgorod**

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **14**
- Number of attendees who are women: **5**
- Percentage women participants: **35.71%**

Cost sharing: **BSI Contribution - \$ 854.00**
 IBS Contribution - \$1,240.00

ISO 9000:200 – Development and Promotion, Dec 10-12, 2002, Yekaterinburg

- Number of BSIs and RCPs Participating: **5**
- Number of these BSIs and RCPs that are women led: **4**
- Number of individuals that attended the training: **17**
- Number of attendees who are women: **15**
- Percentage women participants: **88%**

Cost sharing: **BSI Contribution - \$ 966.00**
 IBS Contribution - \$ 2172.00

Energy Management Systems, December 20, 2002, Regional Economic Development Agency, St. Petersburg

- Number of BSIs and RCPs Participating: 13
- Number of individuals attending the training: 18
- Number of attendees who are women: 6
- Percentage women participants: 30%

Cost sharing: **BSI Contribution -- \$ 588.00**
 IBS Contribution -- \$ 1 350.00

Service support of credit – cooperative activity, April 7-8, 2003, Non – commercial partnership “Arkhangelsk business center – small business incubator”

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **41**
- Number of attendees who are women: **27**
- Percentage women participants: **65 %**

Cost sharing: **BSI Contribution - \$970**
 IBS Contribution - \$1,550

Team Building training, March 14-16, 2003, Psychology and Business, Pskov.

- Number of BSIs and RCPs participating: **2**
- Number of individuals attending the training: **8**
- Number of attendees who are women: **8**
- Percentage women participants: **100%**

Cost sharing: **BSI contribution - \$130**
 IBS contribution - \$500

Improving institutional capacity in providing paid services to SME clients, March-April, 2002, Psychology and Business, Pskov

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **91**
- Number of attendees who are women: **47**
- Percentage women participants: **52%**

Cost sharing: **BSI Contribution - \$ 882**
 IBS Contribution - \$ 1,675

Effective Advertising- March 14-15, 2003, Buriatia Entrepreneurship Development Agency, Ulan-Ude

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **16**
- Number of attendees who are women: **12**
- Percentage women participants: **75 %**

Cost sharing: **BSI Contribution - \$ 257**
 IBS Contribution - \$ 600

Financial Management, Volgograd , Feb 3, 2003

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **25**
- Number of attendees who are women: **12**
- Percentage women participants: **50%**

Cost sharing: **BSI Contribution - \$ 1528**
 IBS Contribution - \$ 481

Branding and merchandising, Ulianovsk, Feb 28- March 1

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **18**
- Number of attendees who are women: **4**
- Percentage women participants: **22%**

Cost sharing: **BSI Contribution - \$ 400**
 IBS Contribution - \$ 600

Analysis of Business - June 3, 2003, Kaliningrad Consulting Centre Business-Expert, Kaliningrad

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **12**
- Number of attendees who are women: **2**
- Percentage women participants: **17%**

Cost sharing: **BSI Contribution - \$ 1,380**
 IBS Contribution - \$ 1,600

Analysis of Business - April 7-8, 2003, non-commercial partnership "Arkhangelsk Business Centre", Arkhangelsk

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **21**
- Number of attendees who are women: **9**
- Percentage women participants: **43%**

Cost sharing: **BSI Contribution - \$ 970**
 IBS Contribution - \$ 1,550

Strategic and Business Plan Development - June 9-11, 2003, Tver Center for Entrepreneurship Support, Tver

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **38**
- Number of attendees who are women: **15**
- Percentage women participants: **39%**

Cost sharing: **BSI Contribution - \$ 350**
 IBS Contribution - \$ 1250

Consulting and Training Top Managers and Specialists of Novosibirsk region on Leasing Activity - April 2003, Center for Technical Support, Novosibirsk

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **64**
- Number of attendees who are women: **17**
- Percentage women participants: **27%**

Cost sharing: **BSI Contribution - \$ 1490**
 IBS Contribution - \$ 1300

Development of the Conditions for Wide Dissimination of Quality Management Systems (QMS) on the Basis of ISO 9001-2000 at Kuzbass Enterprises - May 19, 2003, Center for Consulting and Training "Interconsult", Kemerovo

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **123**
- Number of attendees who are women: **28**
- Percentage women participants: **23%**

Cost sharing: **BSI Contribution - \$ 2350**
 IBS Contribution - \$ 1100

Personnel Auditing as an Instrument to Business Stabilization & Development - May 21, 2003, Assessment Center, Business Center "YOU+WE", Tomsk

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **55**
- Number of attendees who are women: **32**
- Percentage women participants: **58%**

Cost sharing: **BSI Contribution - \$ 1000**
 IBS Contribution - \$ 450

Business-planning as a new service. The establishing and development- June 7, 2003 , Bratsk Chamber of Commerce and Industry

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **3**
- Number of attendees who are women: **2**
- Percentage women participants: **67%**

Cost sharing: **BSI Contribution - \$ 1,435**
 IBS Contribution - \$ 1,300

Management of Quality - July 24, 2003, Agency for Business Development of the Republic of Buriatia , Ulan-Ude

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **25**
- Number of attendees who are women: **9**

- Percentage women participants: **36%**

Cost sharing: **BSI Contribution - \$ 210**
 IBS Contribution - \$ 700

Development of Information and Legal Support of Small and Medium enterprises of Buriat Republic - May 13, 2003, Enterprise Support Centre Makon (ESC MAkon) , Ulan-Ude

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **20**
- Number of attendees who are women: **7**
- Percentage women participants: **35%**

Cost sharing: **BSI Contribution - \$ 610**
 IBS Contribution - \$1,400

Gender Roundtables and Conferences

The following conferences and round tables on the subject of “women in business” were supported by the IBS Project

Gender Conference “Women in Business in XXI century”, Dec 10-11, 2002, Rostov-on-Don

- Number of BSIs and RCPs Participating: **2**
- Number of these BSIs and RCPs that are women led: **2**
- Number of individuals that attended the training: **108**
- Number of attendees who are women: **105**
- Percentage women participants: **97%**

Cost sharing: **BSI Contribution – \$829.00**
 IBS Contribution - \$2,243.00

Women in Business - December 18, 2002, Orientir Plus Center, Omsk

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **23**
- Number of attendees who are women: **23**
- Percentage women participants: **100%**

Cost sharing: **BSI Contribution - \$ 450.00**
 IBS Contribution - \$1,000.00

Paradoxes of Female Leadership - December 25, 2002, Elite Training Center, N.Novgorod

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **31**
- Number of attendees who are women: **31**
- Percentage women participants: **100%**

Cost sharing: **BSI Contribution - \$860.00**
 IBS Contribution - \$830.00

Women in Business: Problems and Opportunities, Ulianovsk, March 5-6, 2003

- Number of BSIs and RCPs Participating: **2**
- Number of individuals attending the training: **94**
- Number of attendees who are women: **8**
- Percentage women participants: **91%**

Cost sharing: **BSI Contribution - \$ 370.00**
 IBS Contribution - \$ 900.00

Women in Business, Krasnodar Feb, 19-20, 2003

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **84**
- Number of attendees who are women: **83**
- Percentage women participants: **98,8%**

Cost sharing: **BSI Contribution - \$ 330.00**
 IBS Contribution - \$ 900.00

Women and Business - February 25, 2003, Ust-Ilimsk Women Entrepreneurship, Ust-Ilimsk

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **40**
- Number of attendees who are women: **34**
- Percentage women participants: **85%**

Cost sharing: **BSI Contribution - \$ 194.70**
 IBS Contribution - \$ 896.30

Women in Business of Baikal Region - February 27, 2003, Women Business Centre "Angara-plus", Irkutsk

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **31**
- Number of attendees who are women: **27**
- Percentage women participants: **87.09 %**

Cost sharing: **BSI Contribution - \$ 850.00**
 IBS Contribution - \$ 970.00

What Prevent Women in Business from Getting Success?- March 5, 2003, Karelnok, Petrozavodsk

- Number of BSIs and RCPs Participating: **1**
- Number of individuals attending the training: **31**
- Number of attendees who are women: **31**
- Percentage women participants: **100%**

Cost sharing: **BSI Contribution - \$ 150.00**
 IBS Contribution - \$ 900.00

APPENDIX D

Volunteer Market Executives

Company Name	Requesting BSI	Industry Sector	VE Selected	Arrival date	End date	Volunteer Hrs
Red Izba	Novgorod Technopark	Tourism	Thomas Tait	22-Mar-2002	1-Apr-2002	64.00
Torgovy Kvartal	Novosibirsk ICC	Retail trade	Stanley Dorst	13-May-2002	1-Jun-2002	120.00
Qbix	St. Petersburg SME Fund	Software	Bob Williams	29-May-2002	15-Jun-2002	104.00
Middle Volga Manufacturing	Ulianovsk ACC	Fabricated Metal Mfg	Rodger Henn	1-Jun-2002	15-Jun-2002	80.00
Distin	Yekaterinburg ICC	Bottled Water	Gary Eberhard	20-Jun-2002	30-Jun-2002	48.00
Akkord-CK	Nizhny Novg. Consulting	HVAC	Robert Lisbon	28-Jul-2002	23-Aug-2002	160.00
Omaha	St. Petersburg SME Fund	Restaurant	Janet Nowak	29-Jul-2002	9-Aug-2002	72.00
TechnoSport Center	St. Petersburg SME Fund	Retail Trade	Paul Nowak	29-Jul-2002	9-Aug-2002	72.00
Vologradpischeprom	Volgograd CCI	Restaurant	Ed Michalski	8-Sep-2002	28-Sep-2002	112.00
Tandem Product	Ulianovsk ACC	Retail Trade	John Acarregui	10-Sep-2002	23-Sep-2002	72.00
Gorby Center - Land valuation	Tver UVI	Association	Gregory Vine	12-Sep-2002	24-Sep-2002	64.00
Broadcasting company 'PSKOV'	Novgorod Technopark	Television Broadcasting	Ellen McConville	13-Sep-2002	30-Sep-2002	88.00
Seminar	Tomsk ISC	Business Services	BJ Shannon	15-Sep-2002	29-Sep-2002	80.00
Day, Ltd.	Novgorod Technopark	Medical Clinic	Gordon Riess	15-Sep-2002	28-Sep-2002	72.00
Tomsk Center for Distance Education	Tomsk ISC	Education	Ron Peck	16-Sep-2002	30-Sep-2002	80.00
Amigos Interservice	Volgograd CCI	Entertainment	Thomas Wiggins	30-Sep-2002	11-Oct-2002	72.00
Centre KareINOK	Petrozavodsk KareINOK	Tourism	Dan Young	30-Sep-2002	11-Oct-2002	72.00
RE-Tour	Tver UVI	Tourism/Hospitality	Kenneth Boucher	3-Oct-2002	25-Oct-2002	128.00
Olga Dental Clinic	Volgograd CCI	Dental Clinic	Cory Kruckenberg	7-Oct-2002	25-Oct-2002	112.00
Torgovy Dom Zavolzhskiy	Tver ESC	Retail Trade	James Brenner	7-Oct-2002	18-Oct-2002	72.00
Biodent	Yekaterinburg ICC	Dental Clinic	Stuart Schwartz	11-Oct-2002	25-Oct-2002	80.00
Saratov Chamber of Commerce	Saratov CCI	Chamber of Commerce	Frank Dressler	18-Oct-2002	8-Nov-2002	120.00
BeoMedDent	Yekaterinburg ICC	Dental Clinic	Lodi Long	25-Oct-2002	31-Oct-2002	48.00
Avana	Irkutsk Agency for Biz Dev.	Restaurants	William Kenney	26-Oct-2002	24-Nov-2002	168.00
Tver UVI	Tver UVI	Business Services	Tom Tait	7-Nov-2002	16-Nov-2002	72.00

Company Name	Requesting BSI	Industry Sector	VE Selected	Arrival date	End date	Volunteer Hrs
St. Petersburg SME Foundation	St. Petersburg SME Foundation	Business Services	Tom Tait	14-Nov-2002	15-Nov-2002	8.00
CDC-Moscow		Association Building	Tom Slater	29-Nov-2002	4-Dec-2002	24.00
Cronos	N. Novg. Consulting	Optical Retail	Robert Anderson	30-Nov-2002	14-Dec-2002	72.00
Rostov-on-Don Rotary Club	Rostov ESC	Association	Ronald Petty	16-Dec-2002	6-Jan-2003	120.00
Katusha	Rostov ESC	Toy Retail	James Brenner	13-Jan-2003	28-Jan-2003	88.00
Hermes	Volgograd CCI	Retail Trade	Richard Hensley	14-Jan-2003	30-Jan-2003	96.00
Stroymaterialy	Rostov ESC	Furniture	Daniel Yates	18-Jan-2003	1-Feb-2003	80.00
Informa	Rostov ESC	Internet Services	Jerry Carpenter	3-Feb-2003	24-Feb-2003	120.00
Colliseum	Ulianovsk ACC	Restaurant	Helmut Hamman	3-Feb-2003	9-Feb-2003	32.00
Volgograd Restaurant	Volgograd CCI	Restaurant	Helmut Hamman	10-Feb-2003	23-Feb-2003	72.00
Kora	Kemerovo Interconsult	Retail Trade	James Bradley	15-Feb-2003	1-Mar-2003	80.00
Innovative and Consulting Center of Agribusiness	Belgorod Conart	Agribusiness Consulting	Thomas Gilbreath	10-Mar-2003	26-Mar-2003	96.00
Krasnodar Ekkons	Krasnodar Ekkons	HR Services	Michael Haughton	5-Apr-2003	30-Apr-2003	136.00
Megapolis	NN Consulting Center	HR Services	Michael Haughton	5-Apr-2003	30-Apr-2003	136.00
Tomsk Innovation Support Center	Tomsk ISC	Business Services	Jared Knight	10-May-2003	25-May-2003	88.00
Buryatia Business Development Agency	Buryatia BDA	Business Services	Milt Garrett	10-May-2003	24-May-2003	80.00
Buryatia Business Development Agency	Buryatia BDA	Business Services	Terry Garrett	10-May-2003	24-May-2003	80.00
Pivo-Agro	Kemerovo Interconsult	Beverage	Timothy Davis	12-May-2003	30-May-2003	112.00
Omsk Mayonnaise Plant	Omsk Orientir +	Food Processing	Joe Jansen	12-May-2003	23-May-2003	72.00
Volgograd Chamber of Commerce	Volgograd CCI	Business Services	Clyde Rader	17-May-2003	1-Jun-2003	88.00
YOU+WE	Tomsk YOU+WE	Business Services	Stan Smith	18-May-2003	4-Jun-2003	104.00
Astrakhan Guest Courtyard	Astrakhan Factorial	Hotel	Richard McAfoos	23-May-2003	14-Jun-2003	128.00
Amfion-Art	Omsk Orientir +	Advertising Agency	Norman O'Meara	26-May-2003	6-Jun-2003	72.00
Pieter-Koeln TQM	Kaliningrad Business-Expert	Food Wholesaling	Milt Garrett	26-May-2003	6-Jun-2003	72.00
Pieter-Koeln Marketing	Kaliningrad Business-Expert	Food Wholesaling	Terry Garrett	26-May-2003	6-Jun-2003	72.00

Company Name	Requesting BSI	Industry Sector	VE Selected	Arrival date	End date	Volunteer Hrs
Contemporary Art Center	Ekaterinburg ICC	Art/Culture	Eddy Ocampo	8-Jun-2003	20-Jun-2003	80.00
Novosibirsk ICC	Novosibirsk ICC	Business Services	Ken Dillon	9-Jun-2003	24-Jun-2003	88.00
SBAT	Irkutsk Agency for Biz Dev.	Tourism	Gov. Bob Miller	9-Jun-2003	19-Jun-2003	64.00
Atlas SC, Ltd.	Irkutsk Agency for Biz Dev.	Tourism	Tom Tait	9-Jun-2003	19-Jun-2003	64.00
DIS Hotel	Cheboksary SME Support Fund	Hotel	Richard McAfoos	15-Jun-2003	22-Jun-2003	40.00
SVPK	Ulianovsk ACC	Fabricated Metal Mfg	Rodger Henn	30-Jun-2003	27-Jul-2003	168.00
MADEZ	Tomsk ISC	Medical Services	Emil Steinberger	6-Jul-2003	22-Jul-2003	96.00
Tomsk Innovation Support Center	Tomsk ISC	Business Services	Robert Jerus	11-Jul-2003	26-Jul-2003	88.00
Ulianovsk Anti-Crisis Resource Center	Ulanovsk ACC	Business Services	Nena Gebhardt	12-Jul-2003	27-Jul-2003	88.00
CCI Yekaterinburg	Ekaterinburg ICC	Business Services	Patricia Dowden	22-Sep-2003	3-Oct-2003	56.00
Novgorod Technopark	Novgorod Technopark	Tourism	Stephen Williams	22-Sep-2003	27-Sep-2003	40.00
Novgorod Technopark	Novgorod Technopark	Tourism	Tom Tait	22-Sep-2003	27-Sep-2003	40.00

APPENDIX E

Regional Cooperation – Phase One

Regional cooperation:

Irkutsk

- The seminar “HR Management” was carried out in September 2002 by Buriatia Entrepreneurship Development Agency, Ulan-Ude. Trainer – a Russian consultant Mark Kukushkin. 2 other BSIs participated in it: Enterprise Support Center “Macon”, Ulan-Ude and Irkutsk Agency of Business Development.
- Organization of the IV International Women Forum in Irkutsk in September 2002 by the Women Business Center ‘Angara Plus’. There were participants from 3 BSIs: Irkutsk Agency of Business Development, School of Entrepreneurship, Angarsk and Ust-Ilimsk Women Entrepreneurship Union.
- The seminar on the basics of leasing was carried out in April 2002 by Irkutsk Agency of Business Development for entrepreneurs and administration of Ust-Ilimsk. The seminar was organized by Ust-Ilimsk Women Entrepreneurship Union.

Moscow:

- Carrying out a seminar on experience exchange in Zelenograd, Moscow in June 2002. Representatives of 11 BSIs from Moscow and Voronezh regions participated in the seminar:
 1. Moscow Innovation Fund;
 2. Non-Governmental Educational Institution “French-Russian Institute of Business Administration, Obninsk;
 3. Information Consulting Center “Garant-Info”, Yaroslavl;
 4. Verkhnevolzhje Institute, Tver;
 5. Tver Enterprise Support Center, Tver;
 6. Elite Training Center, N.Novgorod;
 7. Vidnoye Chamber of Handicrafts, Vidnoye;
 8. The Voronezh Regional Agency for the Support of Small and Medium Sized Enterprises, Voronezh;
 9. International Consulting Center, Voronezh;
 10. Conart Ltd., Belgorod.
- Carrying out a joint seminar “Art of Sales” by Vidnoye Chamber of Handicrafts and Tver Enterprise Support Center in November 2002 in Vidnoye.
- Participation in the Conference on innovation technologies transfer held by Non-Governmental Educational Institution “French-Russian Institute of Business Administration”, Obninsk in November 2002. Representatives from Moscow Innovation Fund, Zelenograd and Tomsk Center for Innovation Support took part in it.

- Joint implementation of the program “Partners Search” with the Korean party by St.Petersburg Foundation for SME Support and Moscow Innovation Fund, Zelenograd.
- Promotion of clients to receive financing – a joint program carried out by Moscow Innovation Fund, Zelenograd and Verkhnevolzhje Institute, Tver.
- Attraction of partner organizations to participate in events held by CDC VEs, e.g. seminars on tourism development held by Thomas Tait both in Verkhnevolzhje Institute, Tver in November 2002 and Novgorod Technopark, V.Novgorod in April 2002 where representatives from many BSIs working in the European part of Russia participated (Moscow, V.Novgorod, St.Petersburg, Rostov regions).
- Attraction of foreign Investment projects to work in the regions. 3 RCPs cooperate in the project: St.Petersburg Foundation for SME Support, Moscow Innovation Fund, Zelenograd and Enterprise Support Center, Rostov-on-Don.

North West Region

- St-Pete SME support Foundation conducted a First North-West Russia Forum on SME support for training and consulting centers, financial institutions, chambers of commerce from 11 regions. Main goal of the Forum was discussion of practical results and main problems for realization of The State Concept for SME support and development in North West Federal Region.
- St-Pete SME support Foundation conducted training seminar “Management Accounting and Budgeting” for 21 BSI – IBS program participants from North-West Region, Central and Central-Black Soil Region
- Center Karelnok (Petrozavodsk) arranged training session “Entreprise restructuring” in Cooperation with TECHOCONSULT (Moscow) for 7 SME clients and 6 BSI – IBS program participants from North-West Region, central Russia and South Russia.
- St-Pete SME support Foundation implemented detailed research of business climate and SME development level in 11 regions of North-West Russia under support of Eurasia Foundation. This research was a logic continuation of CDC/IBS Industry Sector Survey.
- Pskov BSI “Psychology and Business” conducted training session on “ Sales skills development” for Novgorod Technopark and its clients - tourist agencies.
- Novgorod Technopark facilitated Seminar on “Complex approach on tourism development in the region” for 7 BSI, IBS program participants and continued cooperation with Upper Volga Institute on Interregional Project for Tourism Development

Novosibirsk

- International Consulting Center, Novosibirsk, Center for Technical Support, Novosibirsk and Center of Consulting and Training “Interconsult”, Kemerovo created a Consortium and participated in the World Bank project on providing

assistance to restructuring of enterprises. Within the project these 3 companies were trained and certified.

- International Consulting Center,
- Novosibirsk
- Altay Chamber of Commerce and Industry,
- Barnaul carried out a number of seminars in Barnaul and Bijsk.
- International Consulting Center, Novosibirsk and Consulting and Training “Interconsult”, Kemerovo are planning to cooperate in connection with the work with clients in Kemerovo on modeling of process approaches and certification in ISO 9000.
- International Consulting Center, Novosibirsk and International Consulting Center, Yekaterinburg are planning a joint project on restructuring a large enterprise.

South Russia:

- ESC Rostov developed complex service package on Logistics Management and delivered 2 training seminars for BSI staff and clients of ESC Rostov, Krasnodar and Sochi
- ESC Rostov delivered training seminar on ISO 9001:2000 for 18 Ulianovsk companies and 12 Krasnodar clients in cooration with Anticrisis resource center and Audit Alliance respectively
- ESC Rostov started joint commercial project with Audit Alliance on preparation for MS ISO 9001:2000 for one of the clients in Krasnodar Region

Tomsk

- Tomsk Center of Innovation Support and Business Center “You+We”, Tomsk carried out several seminars together for their clients.
- Tomsk Center of Innovation Support and Business Center “You+We”, Tomsk organized and participated in 2 seminars “Satisfaction of Clients and Improvement of Business Profits” held by a CDC VE Shannon in September 2002.
- Tomsk Center of Innovation Support carried out a seminar “SMEs Modern Management Tools”. Trainer - a Russian consultant Vladimir Pervushin. Business Center “You+We”, Tomsk participated in it, too.

Ural

- ISO9000 Preparation Network
 - ICC had run a seminar with 4 other Urals’ BSIs to prepare ISO9000 consultants and to set-up an operating network of collaboration for joint ISO9000 service provision

- ICC & Tyumbit Fund
 - ICC currently advising Tyumbit Fund in the selection of a GAAP specialist to work as a consultant at the Fund
- Stratum & ICC Ekaterinburg
 - ICC participated in seminar on Project Management offered by Stratum in November
- ICC Ekaterinburg & CIB
 - Jointly working on a pilot-project to offer credit facilities to small innovation businesses
- Verkhnyaya Pyshma, Tyumbit & CIB
 - Verkh. Pyshma ESF organized the participation of 5 of its clients in legal and accounting seminars prepared by the CIB Ekaterinburg
 - Tyumbit Fund also participated in CIB seminars in Ekaterinburg
- Verkhnyaya Pyshma & ICC Ekaterinburg
 - Verkh. Pyshma ESF actively participates in the “Social Partnership” project currently led by ICC Ekaterinburg
- ICC Ekaterinburg & ICC Novosibirsk
 - Wrote common proposal to provide consulting services to large national client
- ICC Ekaterinburg & Smolensk Small Business Support Fund
 - Studying collaboration proposal on Micro-credit technology
- ICC Ekaterinburg & Rostov-on-Don ESF
 - Jointly preparing a Sverdlovsk Oblast water bottling business for ISO14000 certification

Volga Region

- Volgograd Chamber of Commerce and ESC Rostov concluded an agreement on joint realization of consulting projects on Comodity Flows Monitoring
- Astrakhan Training center Factorial, Volgograd Chamber of Commerce and DonRechFlotService (Rostov) started joint commercial project Organizational Consulting on Logistics
- Volgograd Chamber of Commerce advises Togliatty Camber of Commerce on development of Togliatty Municipal Program an Quality Management
- Cheboksary SME support Fund consults Volgograd Chamber of Commerce on Micro-crediting program development in Volgograd Region
- Saratov and Volgograd Chambers of Commerce cooperate in the area of commercial proposal information exchange between local SMEs
- Volgograd and Volzhsky Chamber of Commerce arranged joint business mission “ International cooperation for SMEs” to Australia

Voronezh

- Carrying out joint educational programs for small and medium businesses by the Voronezh Regional Agency for the Support of Small and Medium Sized

Enterprises and Kalach Center for Entrepreneurship Support, Voronezhskaya oblast.

- Carrying out a joint survey “Analysis of the current situation and development prospects of SMB in Voronezhskaya oblast” by The Voronezh Regional Agency for the Support of Small and Medium Sized Enterprises and Reforma Company, Voronezh.
- Carrying out an Interregional Conference “Quality Management Systems on the Basis of ISO 9000” in November 2002 by Lipetsk Chamber of Commerce and Industry. Volgograd Chamber of Commerce and Industry took part in it.