

Fiscal Year 2004 Mid-Year Report

Presented to the
U.S. Agency for International Development
by the Eurasia Foundation



July 31, 2004

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I. Introduction and Development Update

Introduction

The Eurasia Foundation is a grantmaking and operating foundation focusing on civil society, public administration and policy and private enterprise development. In Russia, the Foundation also focuses on education. Through grants and projects, the Foundation works in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

More than ten years after the dissolution of the Soviet Union, the citizens of these relatively young republics are still faced with challenges. The development of the individual countries has varied and thus the challenges differ from country to country. For instance, non-profit organizations are numerous and have become effective advocates for their constituencies in Russia, but in Uzbekistan, the government has made it very difficult for non-profit organizations to register. The Eurasia Foundation has worked since 1992 to address some of these challenges by providing assistance to many of the most promising institutions and individuals that seek to create market economies, strengthen civil society and ensure more responsible local governance.

The U.S. Government (USG) authorized the creation of the Foundation in 1992 in an effort to provide a source of support for some of the thousands of individuals then seeking outside assistance in reforming their societies. The Foundation awarded its first grant in 1993. Though experimental at the time, the Foundation has succeeded in awarding over 7,000 grants to non-profit organizations for a total of more than \$140 million. In addition to managing grant programs, the Foundation directly implements several projects in areas where achievement of its goals requires more comprehensive efforts.

The Foundation is independent, privately-managed and responsive to the needs and developments in the twelve countries of Eurasia. Currently, the Foundation is comprised of regional grant and project offices in Almaty, Baku, Bishkek, Kyiv, Moscow, Tashkent, Tbilisi, Vladivostok and Yerevan. In addition, the Foundation maintains five representative grant offices to extend its reach beyond the regional offices. The Foundation's headquarters are located in Washington, D.C.

During the first half of fiscal year 2004 (FY04), the Foundation continued to work on its initiative to create an indigenous foundation in Russia supported by a coalition of donors. This institution will serve as a source of support for civil society in the region, continuing efforts already underway by the Foundation: to protect civil liberties; to improve the entrepreneurial environment; to strengthen competitive markets; to help local institutions maintain educational standards; and to make local institutions more accountable to citizens for their welfare.

Development Update

Funds Raised and Leveraged

Since its inception, the Foundation has raised or leveraged nearly \$60 million in non-USG funds from foundations, foreign governments, corporations and private citizens for its programs. The Foundation raised and leveraged more than \$1.5 million in the first half of FY04. Approximately 94 percent of the funds were raised directly from donors and 6 percent of the funds were leveraged. A rough breakdown of pledges is as follows:

Level of Support	Source
\$362,156	Foundations
\$754,597	Foreign Governments
\$244,463	International Financing Institutions
\$132,340	Corporations
\$21,414	Individuals

II. The Grantmaking Program, Evaluation and Grant Results

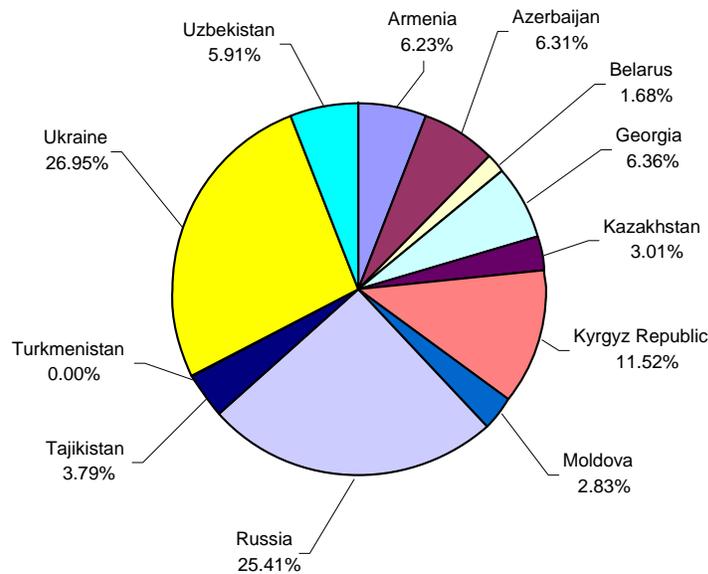
Grantmaking Program

Data for First Half of Fiscal Year 2004 (FY04)

Between October 1, 2003 and March 31, 2004 the Foundation awarded 115 grants totaling approximately \$3.3 million with an average grant size of approximately \$28,000.

Table I. Grants Awarded By Country*

Country	Grant \$	% of Total \$
Armenia	\$203,691	6.23%
Azerbaijan	\$206,411	6.31%
Belarus	\$54,793	1.68%
Georgia	\$207,795	6.36%
Kazakhstan	\$98,383	3.01%
Kyrgyz Republic	\$376,665	11.52%
Moldova	\$92,403	2.83%
Russia	\$830,874	25.41%
Tajikistan	\$123,954	3.79%
Turkmenistan	\$0	0.00%
Ukraine	\$881,082	26.95%
Uzbekistan	\$193,298	5.91%
TOTAL	\$3,269,349	100%



* Totals for each country represent the amount that impacted that particular country

The total number of grants made in the first half of FY04 is less than half of the total number of grants expected to be made by the end of this fiscal year. While Foundation grant activity typically is slower in the first six months of the fiscal year, this year's anomaly reflects the fact that the Foundation had to impose a slowdown on grantmaking for several months during the first half of the fiscal year until USG funding levels were determined and funding became available. During this period field offices focused on fundraising, evaluation of grants, and establishing a pipeline of projects to fund once grantmaking resumed. It is anticipated that the grant volume will increase significantly in the final six months of the fiscal year.

Highlights of the Foundation's grant program in each of the three program areas are as follows:

Civil Society

In the area of civil society an open door grant was given to focus on preventing conflict in the Ferghana Valley by promoting the integration of Kyrgyz, Tajik, Uzbek and Russian ethnic groups at the primary school level. This grant will implement multilingual education in kindergartens and primary schools in Kyrgyzstan and Tajikistan and develop local capacity for the further dissemination of multilingual education. This program was co-funded by the Dutch Government.

As part of its efforts to ensure civic participation in elections, the foundation awarded a grant to the Association for Legal and Public Education designed to ensure a high voter turnout for the January 4, 2004 Georgia presidential election through the production of specially designed public service announcements (PSA) and their broadcast by four leading national TV companies. The project will contribute to the building of trust in the election process and encourage people, especially youth, to be actively involved in the pre-election and election processes. The project was implemented with the cooperation of the Georgian Central Election Commission, and the TV companies Rustavi 2, Mze, Channel 1 and Imedi.

Public Administration and Policy

During the first half of FY04, the foundation made grants to support local government reform and capacity building. In a grant made to the Institute for Development and Social Initiatives Viitorul in Moldova, EF promoted the strengthening of the legal and regulatory environment and the building of local government capacity in initiating and implementing local government reform. The grantee will hold three regional workshops to define and prioritize an agenda for local government reform followed by two strategic planning workshops designed to increase internal management effectiveness of existing associations within local government. The Institute will publish a report on domestic legislative compliance with the European Charter on Local Self-Government and a policy paper covering Moldovan municipal development. A new information clearinghouse will also be established to promote local government reform issues and provide support and consultation on effective methodologies. The program aims to create stronger, more effective associations

within local governments and result in the increased influence of municipal officials in shaping the local government reform process.

As part of its effort to improve public administration and policy, the foundation also supported legislative reform efforts. The Center for Legal Support of Local Self-Government received a grant to help develop municipal legislation in accordance with the new federal law on local self-governance in the Russian Federation. An expert team will analyze current federal legislation (more than 200 legal acts) regulating municipal activities, compile a comprehensive list of all issues regulated by a municipality and develop normative legal acts that can be used as a model by any municipal entity. During the last stage of the project, the methodological recommendations developed by the expert team will be widely distributed among municipal and regional authorities. The project seeks to contribute to institutional reforms in the local government and maximize the effectiveness of the new law.

Private Enterprise Development

The foundation's efforts to promote private enterprise development focus on improving the business environment. The Almaty Bank Training Center in Kazakhstan received a grant to increase the effectiveness of microfinance programs in that country by introducing self-evaluation methodologies. The grantee will provide evaluation training for 100 local microfinance practitioners and produce assessments of 20 local microfinance institutions. This project will identify and disseminate local best practices, thus enabling microfinance organizations to operate in a more efficient and efficacious manner.

In the Caucasus, cross-border foundation grants to the Entrepreneurship Development Foundation in Azerbaijan, the Center for Regional Development in Armenia and the Association of Young Economists of Georgia sought to promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby for these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

Lists by Country and Strategic Objective (SO) of all grants made in the first half of FY04 are included in Appendices D and E.

Evaluation Strategy

The objectives of DC evaluation department (ED) for FY04 differed from those for previous years both in scale and focus. The main challenges were increasing internal evaluation capacity and integrating the use of evaluation products in EF program and development work. EF began to focus on the effective use of evaluation as a priority more than three years ago, and has since made a great progress in the systematic collection of quantitative data on each EF-funded project. However, it still needs to improve its effective and strategic use of evaluations. In order to both gather more specific information on its most strategic interventions and to set up a framework for its future initiatives, the Foundation has scheduled the following evaluation projects for FY04:

Two Foundation-wide evaluations:

- Impact assessment of EF Public Policy Formation and Implementation Portfolio (focused on the South Caucasus, Kazakhstan, and Russia and policy research capacity building in these countries); and
- The impact and efficacy of various types of cross-border cooperation initiatives (focused on the Fergana Valley region in Central Asia; Tajik-Afghani cooperation prospects; the South Caucasus –Georgia, Armenia, and Azerbaijan; Russia-Kazakhstan trade improvement; and Russian integration into Europe).

Nine regional cluster evaluations:

- Impact assessment of a two-year program in support of rural credit cooperatives in Southern and Central Russia;
- Evaluation of the first stage of EF/YUKOS joint program on acceleration of socio-economic development in several remote regions of Russia;
- Return on EF investment in micro-lending development in Russia;
- Impact cluster evaluation of EF two-year efforts to strengthen business advocacy in Armenia;
- Evaluation of the promotion of synergies among media in the South Caucasus – programmatic, economic and social effects;
- Impact evaluation of a cluster of grants in support of a library consortium in Kyrgyzstan;

- Assessment of the EF municipal management portfolio in Tajikistan, focusing on increasing the efficacy and responsiveness of the local government and improving fiscal management in municipalities;
- Cluster evaluation of efforts to strengthen civic advocacy in remote regions of Kazakhstan; and
- Final impact evaluation of the three-year joint EF/Mott program in support of NGO Resource Centers and strengthening civic activism in Ukraine.

In addition to the above activities EF field offices are currently conducting 14 baseline evaluations - varying from the assessment of social investment needs and benchmarks in Russia to print and electronic media diagnostic study in Kyrgyzstan - and nine organizational assessments of the candidates for the organizational development grants. In addition to the above mentioned initiatives, the Eurasia Foundation has 42 project evaluations scheduled for FY04, which focus on individual average size (25,000) grants as opposed to the clustered portfolios.

As the majority of the Foundation evaluation initiatives are still underway, it is not possible to provide information about findings. Detailed description of major findings and their utilization will be provided in the FY04 annual report.

Grants Results

During the period of October 1, 2003 to March 31, 2004, the Eurasia Foundation closed a total of 326 grants with a dollar value of \$7.1 million.

Quantitative data, indicating the effectiveness of the above investment include:

Individual Level:

Number of direct individual beneficiaries	209,971
Number of trainees	37,353
Number of organizational beneficiaries	17,052

Organizational Level:

Number of new partnerships formed by grantees	1,237
Resources leveraged from counterparts	\$3.4 million

Societal Level:

Media products disseminated	7,008
Grantee innovations replicated by others	267
New jobs created	347
New businesses formed	3,777

III. Projects Administered by the Eurasia Foundation

Small Business Loan Program (SBLP)

The SBLP seeks to generate a more robust small business sector by providing working capital to small and medium-sized businesses while offering hands-on training in effective lending practices to its partner banks in Armenia and Ukraine.

In Armenia, the SBLP currently has active relationships with two banks. In the first half of FY04, the SBLP distributed \$577,000 in loans to 12 different companies through its partner banks in Armenia, creating 69 jobs. This brings the total amount of loans disbursed in Armenia from inception of the program through the first half of FY04 to \$9,960,749, and the total number of jobs created to 2,183.

In partnership with the Izmirlian Foundation, the small business loan program is in the process of applying to the Central Bank of Armenia for a Credit Organization license. This will enable the loan program to transform into a locally registered, independent small business finance company that should become financially self sustainable.

The credit organization, which shall be named the Izmirlian – Eurasia Universal Credit Company, will offer term loans and lines of credit to businesses engaged in the production and service sectors. The maximum loan amount shall be \$125,000 for terms up to 4 years. The credit company is expected to be up and running in the fourth quarter of fiscal 2004.

In Ukraine, the SBLP currently maintains active partnerships with two banks. In the first half of FY04, the SBLP distributed \$891,580 in loans to 18 companies through its partner banks in Ukraine, creating 88 jobs. This brings the total amount of loans disbursed in Ukraine from inception of the program through the first half of FY04 to \$6,848,037, and the total number of jobs created to 745.

As previously planned and announced, the Ukraine Small Business Loan Program ceased its active operations on March 31, 2004. The office will remain open until May 31, 2004 to complete its work. The two partner banks have agreed to repay the balances on the outstanding loans over a 2 year period and accept all of the loan loss risk.

A summary of loans disbursed in both Armenia and Ukraine from October 1, 2003 through March 31, 2004, can be found in Appendix D of this report.

Economics Education and Research Consortium (EERC) Russia

The Economics Education and Research Consortium (EERC) was established in 1996 by a small group of donors—the Eurasia Foundation, the Ford Foundation and the World Bank—as a means of collecting and focusing donor resources and the expertise of the international economics community in a concentrated effort to create sustainable local capacity for economic research and training in Russia, Ukraine, and other successor countries of the former Soviet Union. EERC promotes increased capacity in economic analysis through teaching and research, training a new generation of economists capable of formulating sound economic policy at the federal and regional levels. Originally administered as a Eurasia Foundation project, the Foundation successfully spun the Consortium off as an independent not-for-profit entity as of October 1, 2003.

In accordance with the business plan, EERC has closed its office in Washington, D.C. in order to streamline operations and advance toward local management and sustainable in-country operations. The Consortium now has its own Board of Trustees that oversees EERC's activities. The Board is co-chaired by Anders Åslund, Director of the Russian and Eurasian Program, Carnegie Endowment for International Peace, and Bill Maynes, President of the Eurasia Foundation. The Board includes several senior Western officials, such as Francois Bourguignon, chief economist of the World Bank, and senior officials from the Ukrainian government: two members of parliament, Ukraine's ambassador to the EU and NATO, and the president of the National University "Kyiv-Mohyla Academy" (NaUKMA). The first meeting of the full Board took place on December 13, 2003 in Kyiv.

Kyiv Master's Program

In Ukraine, EERC administers a two-year English-language master's program in economics at Kyiv-Mohyla Academy. The 2003-2004 academic year began with an enrollment of 89—46 returning second-year students and 43 first-year students from Ukraine, Belarus, and Moldova.

In its first seven years, the program has:

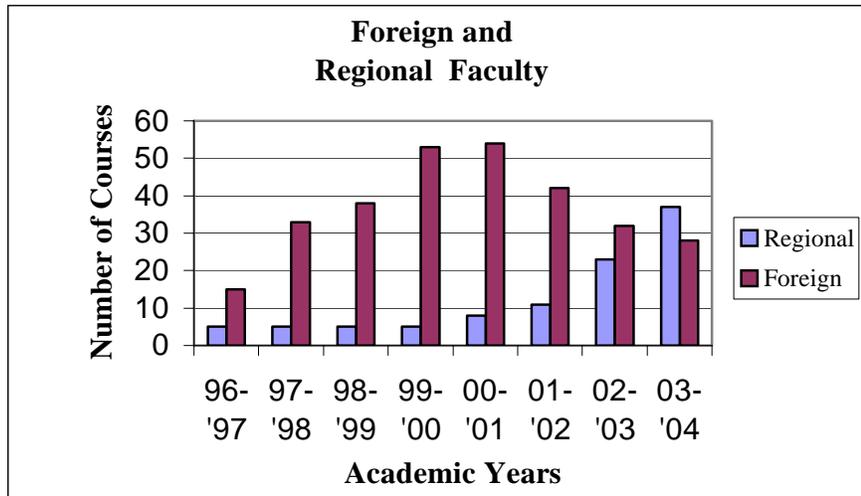
- awarded 217 M.A.'s,
- placed approximately 30% of graduates in policy-related positions in Ukraine, about 20% in the private sector, and about 45% in postgraduate programs abroad,
- recruited 15 Western-trained Ukrainian Ph.D.'s and doctoral students and three Ph.D.'s from other transition countries (Bulgaria, Russia, Poland) for short- and long-term teaching and research assignments,
- attracted substantial funding from public and private sources in Ukraine, and
- engaged the host university in a serious strategic planning process, putting the program on a path to long-term sustainability.

In spring 2003, EERC secured core funding for a research center in Kyiv in the amount of \$300,000 per year from the World Bank Research Committee for three years. In addition to producing world-class research, the center also aims to serve as a magnet for the best Western- and locally-trained economists in Ukraine and neighboring countries. The first major initiative at the research center is the Ukrainian Longitudinal Monitoring Survey (ULMS). EERC, NaUKMA and several of the world's leading institutes of empirical transition economics¹ launched the ULMS at the end of the 2002-03 academic year, and its first useable data set became available in fall 2003. The ULMS data provides the raw material for a NaUKMA-based Labor and Social Policy Research Group, involving graduates of the master's program, Ukrainian and visiting faculty, Western-trained faculty from other transition countries and several leading European experts. The Labor Group is housed at the center under the direction of EERC-NaUKMA faculty: Hartmut Lehman, Centre for Economic Reform and Transformation, Heriot-Watt University; and Irina Lukanyenko, deputy dean of the NaUKMA economics department. The labor group is associated with a larger research effort that covers several transition countries in central Europe and the former Soviet Union. Topics under analysis on the basis of ULMS data include unemployment, poverty, education, and household consumption in Ukraine.

EERC and Kyiv-Mohyla Academy have created a four-person "action committee," which is developing and implementing a plan for the step-by-step transfer of management responsibilities from the Consortium to the university, addressing questions of financial oversight, recruitment and retention of Western-trained faculty, joint fundraising, tuition policy and other issues. EERC and NaUKMA have agreed upon an organizational framework for the transfer and are working to create the "Kyiv School of Economics" - a university structure (a graduate school) that will absorb the master's program, the allied research center, academic and administrative staff, facilities, etc.

As the program's graduates and others from the region complete Ph.D. training abroad, it has been possible to incorporate more and more faculty from the region in the teaching program. The following chart illustrates the trend towards greater reliance on Western-trained faculty from Ukraine and other former Soviet bloc countries.

¹ The following partner institutions contributed not only human capital but at least \$15,000 to the project during the first year: the Institute for the Study of Labor (IZA), Bonn; the Centre for Economic Reform and Transformation (CERT), Heriot-Watt University; the William Davidson Institute, University of Michigan School of Business; the Rhine-Westphalia Institute for Economic Research (RWI), Essen; and the LICOS Centre for Transition Economics, Catholic University of Leuven.



Moscow-based Research Network

In Russia, EERC awards research grants on a competitive basis, supplemented by a series of training seminars, publications and policy roundtables. Through its biannual research workshops and grant competitions, EERC acts as a facilitator, setting the standard for modern economics research in the region

EERC holds two grant competitions each year, with deadlines in April and October. Progress reports and the best new proposals are presented and discussed at research workshops held in July and December with the participation of international resource persons as well as peers from the former Soviet republics. During the two competition rounds held in 2003, EERC reviewed 236 new research projects and awarded 29 research and development grants totaling \$236,910. Since 1996, the EERC research network has funded more than 200 research projects in a total amount of about \$2 million, supported and trained hundreds of researchers, published more than 100 research papers, and organized dozens of seminars, research workshops, policy roundtable meetings and conferences.

EERC's dedication to the building of local research capacities in Russia's regions and in other NIS countries through development grants, research internships, and other vehicles has been effective. The share of regional researchers applying for and receiving grant support continues to grow: in 2003, more than three quarters of all new grants (both research and development) went to researchers outside of Russia's "two capitals" (Moscow and St. Petersburg). The following table gives a regional breakdown of proposals and awards in the July and December 2003 workshops.

Regional distribution of new proposals and EERC funded projects in 2003

	Moscow	St. Petersburg	Novosibirsk	Russia other	Kyiv	Ukraine other	CIS other	Total
New proposals	34	16	10	73	19	8	69	236
Reviewed at workshop	17	1	3	12	8	2	7	50
Research grants	6	0	2	5	4	0	3	20
Development grants	0	1	0	5	0	0	3	9

The quality of research supported by EERC has risen steadily, and the gap between the Russian economics community and the international profession is gradually narrowing. The most skilled members of the new generation of post-Soviet economists are now becoming full-fledged members of the international community of economists. For example, Svetlana Boyarchenko, a former grantee from Rostov-on-Don, is publishing an article in one of the world's leading economics journals: "Irreversible Decisions and Record Setting News Principles," *American Economic Review*, 94:3 (2004), forthcoming.

EERC tries to make policy-oriented thinking part of every funded research project. Each research proposal is required to include a section on the project's policy context. The proposal selection mechanism now includes an explicit requirement of policy relevance and regional capacity building. In addition, strenuous efforts are made to draw out policy conclusions at every stage and to provide follow-on support for the best policy papers.

One completed project, "Estimation of timber rent, and the efficiency of increasing rental payments in Russia" by Oleg Eismont, Anatoly Petrov, and Aleksey Logvin, caught the interest of the Ministry of Natural Resources. Officials at the ministry asked that the authors repeat their calculations on an extended set of data, and the authors received a follow-on grant for this purpose. In addition, EERC supported an international policy seminar on financial management reform in the Russian forestry sector on October 30-31, 2003. The seminar was organized in collaboration with the Ministry of Natural Resources and the All-Russia Institute for Continuing Education in Forestry with the support of the World Bank.

The seminar took place amidst ongoing debates related to pending changes in the Russian forestry industry. The new Forest Code had recently been presented to the government, accompanied by the "Law on Forestry Payments." Oleg Eismont presented the results of the EERC-funded study, with conclusions and implications that support the direction of current reform in the forestry sector. EERC invited several foreign experts to participate in the seminar: Professor Olli Saastamoinen from the Joensuu University, Finland; Jean-Pierre Adam from the Ministry of Natural Resources of Quebec, Canada; Sven-Erik Gustavsson, manager of "Sveaskog," the largest state-owned company in Sweden; and Roberts Stripnieks, the president of

“Forests of Latvia,” the public company in charge of managing Latvia’s state forests. They described the financial systems of forestry management in their home countries and provided rich material for comparison and discussion among the seminar participants.

Caucasus Research Resource Centers (CRRC)

The Caucasus Research Resource Centers program (CRRC) is a network of resource and training centers established in the capital cities of Armenia, Azerbaijan and Georgia with the goal of strengthening social science research and public policy analysis throughout the South Caucasus.

A partnership between the Carnegie Corporation of New York and the Eurasia Foundation, the program’s outcomes are to increase the accessibility of high-quality research resources, to strengthen capacity and to increase the dialogue and collaboration between social science researchers and policy practitioners.

Since the opening of the Centers in 2003, CRRC has become a nexus of activity for the South Caucasus social science community. During the first half of this fiscal year, all three Centers have continued to collaborate to provide the following resources and services:

- free access to libraries which include a growing number of seminal works and major journals and periodicals in economics, sociology and demography;
- free access to IT labs equipped with high-speed Internet, major online social science journals, databases on economy and social development related to the South Caucasus, as well as a variety of international data sources;
- data-collecting initiative to provide reliable, comparable data on household economic behavior and social attitudes across the South Caucasus;
- weekly seminars and lectures on a variety of social science topics, attracting both local and foreign experts to speak and conduct trainings on subject matters such as migration issues, ethnic policy, quantitative analysis and even academic writing; and
- policy roundtables gathering researchers, public administrators, and other policy practitioners from all three South Caucasus countries to discuss and debate key public policy issues in the region.

The Centers have also begun to focus on cross-border trends in policy formation. In the next half of the fiscal year, the Centers will continue to provide resource and training services locally and regionally and will begin to provide research fellowships for local researchers in the fields of economics, sociology and demography.

IV. Appendices

Appendix A

Expenditure Chart by Strategic Objective

USAID Core III Expenditures
Grant number EMT-G-00-02-00008-00
Period 10/01/03 - 3/31/04

	Russia	Ukraine	Moldova	Belarus	Uzbeki- stan	Turkmeni- stan	Tajiki- stan	Kazakh- stan	Kyrgyz- stan	Georgia	Armenia	Azerbaijan	Total
ENI-SO-1.2 (Fiscal Policies)	\$(22,019)	\$ -	\$ -	\$ -	\$(56,559)	\$ -	\$ (9,898)	\$ -	\$(381)	\$ -	\$(325)	\$ -	\$(89,183)
ENI-SO-1.3 (Private Enterprise)	(47,334)	45,139	69,880	58,290	141,330	(1,795)	65,530	70,965	80,986	203,847	(134,090)	227,987	780,735
ENI-SO-1.4 (Responsive Financial Sector)	(80,773)	-	-	-	(35,864)	-	(15,479)	-	-	-	-	-	(132,116)
ENI-SO-2.1 (Informed Citizenry)	2,279,011	1,391,744	41,268	-	(84,234)	-	160,225	(17,091)	437,560	357,282	531,590	226,900	5,324,254
ENI-SO-2.2 (Legal Reform)	(3,414)	-	74,428	40,173	167,184	-	(930)	-	25,174	(782)	(3,956)	113,751	411,627
ENI-SO-2.3 (Local Government)	254,282	42,289	-	-	213,763	(5,090)	(70,442)	53,355	(41,425)	-	(1,168)	8,738	454,302
Totals	<u>\$2,379,752</u>	<u>\$1,479,172</u>	<u>\$185,576</u>	<u>\$98,463</u>	<u>\$345,619</u>	<u>\$(6,885)</u>	<u>\$129,004</u>	<u>\$107,229</u>	<u>\$501,914</u>	<u>\$560,347</u>	<u>\$392,051</u>	<u>\$577,376</u>	<u>\$6,749,620</u>

Appendix B

Loans Disbursed October 1, 2003 – March 31, 2004

EURASIA FOUNDATION SMALL BUSINESS LOAN PROGRAMS
October 1, 2003 to March 31, 2004

Armenia Small Business Loan Program

Location of Business	Activities	Amount Given	Balance (31.03.04)	Principal overdue	*Use of Loan		Jobs Created
					CE	RM/INV	
Yerevan	Knitwear production	\$80,000	\$66,000	\$0		\$80,000	0
Yerevan	Photo Services	\$30,000	\$27,400	\$0	\$30,000		22
Yerevan	Dairy products	\$60,000	\$35,000	\$0	\$50,000	\$10,000	10
Yerevan	Restaurant	\$40,000	\$40,000	\$0	\$40,000		8
Yerevan	Construction services	\$100,000	\$83,320	\$0		\$100,000	20
Yerevan	Dairy products	\$7,000	\$6,000	\$0		\$7,000	0
Shirakamut, Lory	Hydro-power plant	\$60,000	\$55,050	\$0	\$60,000		0
Gyumry, Shirak	Taxi Service	\$20,000	\$20,000	\$0		\$20,000	3
Vayots Dzor	Winery	\$15,000	\$15,000	\$0		\$15,000	0
Yerevan	Photo services	\$25,000	\$25,000	\$0	\$25,000		2
Sevan, Gegharquniq	Holiday-Camping Center	\$15,000	\$10,000	\$0	\$5,800	\$9,200	0
Gyumry, Shirak	Polypropylene sack production	\$125,000	\$0	\$0		\$125,000	4
TOTALS/AVERAGES		\$577,000	\$382,770	\$0	\$210,800	\$366,200	69

Ukraine Small Business Loan Program

Location of Business	Activities	Amount Given	Balance (31.03.04)	Principal overdue	*Use of Loan	Proceeds	Jobs Created
					CE	RM/INV	
Kyiv	Spare parts for water bikes	\$18,000	\$18,000	\$0	\$18,000	\$0	4
Kyiv	Production of cheese	\$48,780	\$48,780	\$0	\$33,780	\$15,000	7
Kyiv	Transportation	\$60,000	\$60,000	\$0	\$50,000	\$0	5
Kyiv	Transportation	\$12,000	\$7,000	\$0	\$7,000	\$0	2
Kyiv	Cheese and bread production	\$20,000	\$20,000	\$0	\$0	\$20,000	2
Kyiv	Gynecology/urology	\$40,000	\$0	\$0	\$40,000	\$0	5
Kyiv	Food stores	\$40,000	\$0	\$0	\$40,000	\$0	4
Lviv	Coffee shop	\$55,000	\$53,281	\$0	\$30,000	\$0	7
Kyiv	Absorbent carbon production	\$30,000	\$26,667	\$0	\$30,000	\$0	10
Lviv	Transportation	\$32,000	\$32,000	\$0	\$32,000	\$0	5
Lviv	Transportation	\$30,800	\$27,618	\$0	\$30,800	\$0	4
Kyiv	Production of chemicals	\$150,000	\$140,625	\$0	\$85,000	\$65,000	6
Kyiv	Production of envelopes	\$30,000	\$30,000	\$0	\$30,000	\$0	2
Lviv	Transportation	\$25,000	\$21,413	\$0	\$22,500	\$0	2
Kyiv	Warehouses, cargo delivery	\$84,000	\$80,500	\$0	\$84,000	\$0	4
Kyiv	Recreation center	\$60,000	\$57,000	\$0	\$60,000	\$0	10
Lviv	Transportation	\$21,000	\$21,000	\$0	\$21,000	\$0	2
Odesa	Hotel business	\$135,000	\$0	\$0	\$135,000	\$0	7
TOTALS/AVERAGES		\$891,580	\$643,884	\$0	\$749,080	\$100,000	88

*CE= Capital Expenditures

*RM/INV= Raw materials, Inventory, etc.

Appendix C

**Outcome Statements of Grants Closed
October 1, 2003 – March 31, 2004**

Armenia

ACHILLES Society for Defense of Drivers Rights

\$26,065

Yerevan, Armenia

8/1/2002 - 8/15/2003

Armenia's traffic enforcement corps is among the republic's most corrupt official structures. Every day, thousands of citizens are wrongfully accused of traffic violations, with bribery the only alternative to paying for unwarranted citations. While low police salaries might be a glaring culprit, root causes of corruption include deficient legislation, a lack of public awareness of motorist rights, and few mechanisms for legal recourse. In order to address these issues, the grantee organization lobbied the government for legislative reforms, provided legal defense to motorists wrongfully accused of traffic violations, and conducted a comprehensive public awareness campaign. Based on the findings of its own public polls and other research, Achilles submitted to the National Assembly eight major amendments and a number of minor improvements to current legislation. The organization defended six cases in court, and has already won four of them. Achilles' public awareness campaign comprised free legal consultation, seminars, and a number TV programs. Such grassroots activism earned the organization many new members and has helped rally public support for the fight against corruption.

Albion, Ltd.

\$29,772

Yerevan, Armenia

8/15/2001 - 5/30/2003

Aiming to boost Armenia's Information Technology (IT) sector and create better employment opportunities through standardized training, the Eurasia Foundation announced a competition for IT training centers. One of the winners, Albion Training Center, received support to establish a Microsoft Authorized Training Center and prepare Microsoft Certified Solution Developer specialists. Albion received computer equipment and its two instructors were trained at Moscow's Microsoft Authorized Training Center. As a result, Albion was able to provide pilot training to a group of ten students in its Microsoft Certified Solution Developer program. Albion was also registered as a Microsoft Certified Partner. In addition to the proposed project activities, a Silvan Prometrics Testing Center was established within the organization.

Ankun Gumarats Three

\$15,078

Alaverdi, Armenia

8/1/2001 - 7/31/2003

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Alaverdi's Ankyun Gumarats-3 TV Company, which had planned to produce 28 segments of its talk show programs within the framework of the EF project, went on to air 54 segments. The growing popularity of the shows, in terms of viewer loyalty and increased call-in volume, were demonstrated by video reports submitted by the company. Ankyun Gumarats-3's talk shows continue to air following project completion.

Arm Association of Editors-Publishers of Newspapers Armenian Print Media

\$4,030

Yerevan, Armenia

9/1/2002 - 11/30/2002

The lack of distribution mechanisms continues to be a major obstacle facing Armenian newspapers. The current monopoly on distribution services drives newspaper prices up and forces severe cuts in print runs. As a first step to improve the situation, the Association of Editors and Publishers organized a two-session seminar within the framework of the EF project. The seminars, which addressed distribution issues, were delivered to Association members by newspaper distribution experts from Georgia and Russia. Next the grantee developed a strategy and business plan for its future activities, aimed at the creation of an alternative newspaper distribution network in Armenia.

Armenian Dentists' Union, Public Organization

\$23,315

Yerevan, Armenia

9/1/2002 - 10/31/2003

Many of Armenia's dental professionals lack the business skills and knowledge to successfully run their practices or deal with taxation issues. Within the framework of the Eurasia Foundation's Business Advocacy Competition, the Armenian Dentists' Union received support to address a host of industry-related business and legal issues. The grant enabled the Union to conduct 46 various seminars with the participation of more than 700 practicing dentists and dental students. Seminar topics covered business know-how, taxation, dental regulations, industry relations with governmental and nongovernmental bodies, and sources of finance for establishing practices. The project included publication of a manual, which was disseminated among members of the union and other interested stakeholders. The organization's membership increased by 200 new members, reaching 267. Project outcomes include increased business awareness, as well as a better understanding of the legislative and economic aspects of dentistry, among dentists and dental students.

Armenian Merchants, Public Organization

\$29,052

Yerevan, Armenia

7/15/2002 - 12/30/2003

Armenia's business associations have made significant strides in recent years, successfully defending their members' rights, as well as providing vital business information and consultancy. Their work, however, is only beginning, as the country's legislative environment has not kept pace with the development of entrepreneurship. Within the framework of the Eurasia Foundation's Business Advocacy Competition, the Armenian Merchants' Union received a grant to boost the advocacy role of business associations and widen their impact on the business sector. Project activities included lobbying for business interests and the development of a unified, sectorwide strategy to influence policy. The grantee provided information and consulting services to some 400 entrepreneurs throughout Armenia. It also became a member of the business advocacy coalition, consisting of more than ten leading Advocacy NGOs and submitted 12 legislative draft reforms for discussion in the National Assembly. As a result of its advocacy efforts, the grantee won more than 20 court cases, saving member entrepreneurs a total of \$66,000.

Arminco, Ltd.

\$24,877

Yerevan, Armenia

8/15/2001 - 3/31/2003

In support of development of standardized education in the area of Information Technology, Arminco Ltd created the Microsoft Certified Technical Education Center (MCTEC). The MCTEC is able to train specialists to pass the Microsoft Certified Systems Engineering examination. Two specialists were trained in the Moscow-based center and acquired Microsoft Certified Trainer status. A computer lab was equipped in accordance with Microsoft Corporation requirements, and the two trainers, who developed a business plan for the center's future activities, influenced the registration of the MCTEC in Armenia. One pilot group comprised of ten specialists was trained during the project. In addition, the organization worked together with Sylvan Prometrics to open a local certification center. The activity of the MCTEC in the long term will contribute to the increase of professional qualifications of Armenian IT specialists, thus creating new opportunities for their higher-paid employment. This also

contributed to the increased level of efficiency for Armenian IT enterprises, making their products and services more competitive in the world-wide market.

Association of Condominium Chairmen, Public Organization

\$22,290

Yerevan, Armenia

8/1/2002 - 7/31/2003

During the past years as a result of donor organizations' activities about 500 condominiums were created in Yerevan. However, most of them remained just formal structures, having no permanent information, legal, and professional support. Enhanced capacities and program activities of the grantee organization has allowed uniting condominiums into the network, providing them opportunities for periodic meetings and experience exchange, supplying condominiums with necessary legal and professional information, as well as legally protecting their interests and rights. The organization has already become a mediator between state, local government and condominiums, establishing a dialogue between those structures. The Association has also taken an active participation and even leading role in discussion of draft law and design of new concept of the law on condominiums. Strategically, the Organization is going to expand and keep working with condominiums to enlarge their functions and increase skills and capacities. One of the current tasks of the Association is working out its own sustainability model.

Association of Development of Television and Radio, Public Organization

\$16,770

Yerevan, Armenia

2/1/2002 - 12/15/2002

Following the competition on development of regional TV stations, 10 TV stations were awarded with equipment and training facilities to implement projects on establishment of public dialogue in life. To assess results of the initiative, analyze changes and achievements a survey was needed. Association of Development of Television and Radio was awarded to make such a survey, submit its results for a public discussion, as well as disseminate them among mass media and NGO community in Armenia and abroad. Thus, a survey of opinions of viewers and media representatives was carried out and the dynamics and quality of the regional media's participation in economic and political decision-making analyzed. Also two seminars were organized for representatives of regional media, NGOs, journalists and the government officials. One of the seminars was aimed at presentation of the outcomes of the survey and discussion of possible ways of the further development of independent media. The other one was held to discuss problems faced by the regional media. An extra issue of Association's magazine "TV-review" discussing outcomes of both survey and seminars was published and disseminated. As a result of the project, achievements and problems of regional TV studios were publicly discussed, some ways of overcoming them suggested, opportunities for communication and experience exchange created. Survey also supported additional promotion of local studios and their programs among the population.

Association of Investigative Journalists, NGO

\$32,322

Yerevan, Armenia

4/15/2002 - 11/30/2003

Thanks to a previous Eurasia Foundation grant, the Association of Investigative Journalists established the Center for Freedom of Information, aiming to promote transparency in government structures. The Center advocated citizens' right to obtain public information and provided legal intervention for wrongful exclusions. A second grant enabled the Center to expand its organizational capacities and better promote its services. The Center produced nine television shows, ten radio installments, and a series of newspaper articles as part of a nationwide information campaign. It continued publication of the quarterly bulletin entitled "You Have the Right to Know." In addition, the Center developed draft legislation and lobbying literature for a law on freedom of information. The center also organized a two-day outreach seminar for journalists. The seminar reviewed project results and adopted a strategy for the further development of the Center. As a result of the grant, the Center's client base has expanded and the Center has sued two institutions for freedom-of-information abuses. However, there is still some work to be done with regards to the Center's financial sustainability.

Business Development and Support Center, NGO**\$12,869****Vanadzor, Armenia****9/1/2002 - 7/30/2003**

Small and Medium Enterprise (SME) development is a key factor in the economic growth of developing nations. In Armenia, SMEs have mushroomed in the past decade, but most of the activity has centered in Yerevan, leaving the rest of the republic lagging far behind. Overall business investment in Armenia's marzes (regions) represents a minute proportion of that enjoyed in the capital, mainly due to the lack of systematized information about the potential of regional business development. In order to promote SME development of the Lori region, the Business Development and Support Center NGO published a regional "Yellow Pages" directory through a grant from the Eurasia Foundation. The project was funded within the framework of the Eurasia Foundation's Business Advocacy Competition. The directory was disseminated among government ministries, international organizations, and foreign embassies in Armenia. It was also distributed abroad. The directory helped establish business contacts between Armenian and foreign entrepreneurs and promoted investment activity. In addition, it generated income through advertising and single-copy sales, allowing the grantee to publish the 2004 directory with its own resources.

Camut, Ltd.**\$15,078****Noyemberyan, Armenia****8/1/2001 - 7/31/2003**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

Camut Ltd., a TV station in Noyemberyan, went on to produce 52 segments (instead of the planned 50) of its talk show program, "Open Conversation," within the framework of the EF project. Serving four local communities, the show became an instant hit, garnering strong viewer loyalty and increased call-in volume. These were attested to by video reports submitted by the station. "Open Conversation" continues to air following project completion

Caucasus Media Institute Foundation**\$2,990****Yerevan, Armenia****4/23/2003 - 6/30/2003**

The lack of generalized information resources during the elections has been a problem in Armenia. To tackle the problem, 3,000 copies of the election guide in three languages (Armenian, Russian, English) were published and disseminated. The Guide provided local and international users with basic information on elections, voting, Armenian electoral code, candidate parties, and other practical information (addresses of relevant state structures, news companies, embassies, and international organizations). The Guide has proved to be very useful according to the feedback of users and in mass media.

Center of Social Dialogue, NGO**\$17,585****Yerevan, Armenia****8/1/2002 - 12/15/2003**

To promote public participation and mobilization of local resources, the Eurasia Foundation launched an initiative on development of community-based organizations. The goal of the project, implemented by the «Social Dialogue» NGO, was community development in the town of Sisian, a remote region in Armenia, and establishment of a mechanism of community participation and mobilization. Within the project's framework meetings and home-visits were held with community members; a community initiative group was identified and trained, and a community center was established. To promote the newly-established community center, two conferences were held, 11 TV programs were aired on local TV networks, as well as articles written up in local news-papers. A guide was published introducing the center as a model community center. As a result of the project, community mobilization took

place. Jointly with community members and other local organizations a strategy for community development was designed; a coalition was created; and a number of local organizations mobilized resources to implement projects such as, computer training for children from socially vulnerable families. Although the center has succeeded to resolve some budgetary problems through direct fundraising, the issue of sustainability is a problem they need to deal with. The center is currently working on creating a more sustainable strategy.

Femida, Public Organization

\$33,467

Yerevan, Armenia

8/1/2002 - 12/30/2003

The corruption level in Armenian courts is still too high. Professionals identify lack of transparency of court procedures as one of the reasons. Femida promotes procedural transparency in Armenian courts, helps set professional standards of legal coverage in the news media, and raises public awareness of juridical issues. A grant from the Eurasia Foundation enabled Femida to produce 21 installments of its enormously popular court-coverage series on the Court TV channel. The project also comprised a seminar aimed at raising the professional standards of legal correspondence among regional television stations. The event was conducted by a panel of judges and journalists. Femida published six issues of its "Media and the Law" bulletin. Despite its significant successes, Femida has yet to become completely sustainable. For instance, due to the insufficient number of sponsors and advertisers, the Court TV series may cease to air.

Gind Printing House

\$30,545

Yerevan, Armenia

7/13/2000 - 7/12/2002

In 1998, through an open competition aimed at establishing an independent newspaper printing facility in Armenia, Gind Printing House was selected by EF as its implementing partner. By the spring of 2000, Gind was equipped with a new printing press and ready to serve independent newspapers. Originally the Gind project envisioned only the procurement, installation, and operation of pre-press equipment and the printing press. In time, however, a more integrative approach to print-media reform necessitated the addition of a number of critical components to the initiative.

The current project, supported by the Cafesjian Family Foundation, was designed to maximize the impact of Gind printing facilities on independent-media development and encompasses the following: introduction of electronic transfer of newspaper page layouts for better communication between Gind and client newspapers; installation of additional pre-press equipment at Gind to enable proofing of newspaper layouts; provision of training in page layout and graphics design for newspaper professionals; and provision of licensed software and fonts to newspapers in order to improve the efficiency and quality of print Production and helping newspapers comply with copyright laws.

As a result of the project, Gind offers a world-class printing environment to Armenia's independent newspapers and one that is in full compliance of copyright laws through the use of licensed software.

Goris Press Club, Public Organization

\$15,237

Goris, Armenia

8/1/2002 - 9/15/2003

To help raise journalistic standards and foster the professional growth of journalists based in Syunik, one of Armenia's remotest and least developed regions, the Eurasia Foundation awarded a grant to the Goris Press Club (GPC). The grant allowed GPC to provide reporters with training in basic journalistic skills, computer literacy, and Internet access and research. In addition, several roundtable discussions were organized, giving Syunik journalists the opportunity to interact and network with colleagues from Yerevan, Shirak, and elsewhere. GPC also made possible for journalists to conduct and publish interviews with local and state officials. GPC issued six bulletins featuring instructional material and new work by local journalists. The organization plans to continue issuing such bulletins.

The GPC grant resulted in a marked increase in local journalistic standards, a more engaging local press, and fresh mechanisms for advancing dialogue between journalists and local authorities.

Gyumri Economic Consulting Service**\$17,554****Gyumri, Armenia****8/1/2002 - 1/25/2004**

To make a shift from apathy to active participation in the decision making process and to revitalize communities in the remote regions of Ashotsk and Artik were the two main goals pursued by the Economic Consulting Center NGO. The project was a step forward from community development to creating sustainability by mobilizing local resources, engaging local businesses in the process, building partnerships and jointly developing a business community model. Two community Centers created within the project framework were first attempts in building a more comprehensive approach to the process of community development. Eighty-six hours of workshops, 192 hours of training and 240 hours of consulting on business topics were to bring people together and build the organizational capacity of newly formed Community Centers. Several effective partnerships were formed with the involvement of more than 20 NGOs, 10 businesses, educational institutions, local authorities and International organizations. As a result of the project, 8 local businesses were created. However, development of organizational sustainability for the established community centers remains to be a challenge.

Hakastver Legal, NGO**\$28,846****Yerevan, Armenia****3/1/2002 - 5/25/2003**

A Eurasia Foundation grant to the Hakastver NGO supported the development of mechanisms to promote government accountability and transparency, strengthen the role of investigative journalism, and fight corruption through broad grass-roots coalitions. The grant enabled Hakastver, based in Yerevan, to organize 25 roundtable discussions on possible ways to curb financial and administrative abuse by local authorities. The events drew the participation of high-ranking officials, representatives of legal NGOs, and the media. The discussions were broadcast on television through a special 11-part program. In addition, Hakastver monitored a number of anticorruption publications and published its own bulletin, entitled "Media Against Corruption;" of which ten issues have been distributed to date. Several effective partnerships with various NGOs were formed during the project period and joint events were organized, leading to the establishment of a coalition of anticorruption NGOs. Hakastver's roundtable discussions also paved the way for a number of investigative stories in the media. Despite its successes, Hakastver still faces financial sustainability problems.

Hayk Regional Research Centre**\$32,168****Yerevan, Armenia****5/15/2002 - 5/14/2003**

An ongoing problem facing entrepreneurs in Armenia is their lack of information regarding changes in business legislation. The information gap is also a major cause of corruption among tax authorities, as underinformed business owners are regularly taken advantage of. Within the framework of the Eurasia Foundation's Business Advocacy Competition, the Hayk Regional Research Center received support to promote regulatory awareness and increase business efficiency. The grant enabled Hayk to create an electronic database of key business laws and regulations, as well as government forms and other relevant material, and post it on its Web site, biz-protect.com. The project, in conjunction with other business development programs, promises to empower the business sphere as a whole by raising awareness of regulations and legal rights. Hayk's informational tools are designed to help entrepreneurs save time, ensure fair treatment by government agencies, and avoid costly and often meritless penalties.

Helsinki Citizens' Assembly, Vanadzor Office, NGO**\$12,797****Vanadzor, Armenia****4/15/2002 - 12/31/2002**

Previous local elections in Vanadzor passed with serious flaws and minimal reaction of the population to the violation of their rights. The reason was low self-awareness and legal incompetence of the population, as well as a lack of strong civil society coalitions able to resist frauds from authorities. This project was aimed at the creation of mechanisms of public awareness and participation, including

public monitoring and a timely reaction to violations. It consisted of several stages: training of the population in the roles and functions of local authorities and elections' related issues, meetings with local authorities and NGOs through live broadcast TV programs, dissemination of printed materials, implementation of periodical public opinion polls, and monitoring of the election process. Polls clearly reflected the results of other programmatic activities, such as TV programs and live shows. About 75% of respondents claimed that the programs affected their participation in the elections. In addition, an NGO coalition was formed to monitor the activities of local authorities and to protect the rights of the population in cases of fraud. Based on a comparative analysis of previous elections, the most recent election showed that public participation was higher, civil society institutions were more reactive to violations, people were more competent in restoring their rights, and the population was more familiar with the functions of local authorities. However, the democratic level of the last elections as a whole was not very high, due to multiple frauds and violations revealed.

International Association Shirak, NGO

\$24,943

Yerevan, Armenia **9/1/2002 - 8/31/2003**

In the decades preceding Armenia's independence, Gyumri, the republic's second largest city, was renowned for its abundance of scientists and high-quality research work. But with the collapse of the Soviet Union and its interrepublican scientific infrastructure, research activity came to a grinding halt. Most research output was subsequently filed away and remained in the databases of scientific institutes and R&D departments of universities. With support from the Eurasia Foundation, Shirak International Association established a technology commercialization center in Gyumri, with the aim of promoting commercial development of local scientific and technological research. Shirak created a Web site featuring a database of some 300 commercially viable ideas. It also published a brochure detailing market-bound technologies and distributed them among more than 200 entrepreneurs and organizations interested in technology commercialization. Furthermore, Shirak established an incubator in Gyumri, attracting an initial donation of \$1,500 for purchasing equipment. The incubator is designed to test the commercialization potential of select research output. The Shirak project helped lay the groundwork for technology commercialization throughout Armenia, leading to the signing of preliminary agreements between research scientists and the industrial and agricultural sectors.

Internet Union, Public Organization

\$30,146

Yerevan, Armenia **8/1/2001 - 2/28/2004**

In the last decade information and communication technologies have proliferated in Armenia, permeating education, healthcare, trade, and other areas of public life. To promote the development of e-commerce through higher technical standards, the Eurasia Foundation supported the Internet Union NGO. The grant enabled the organization to launch an e-commerce training center authorized by Certified Internet Webmaster (CIW).

As a result of the project, the grantee's computer lab was provided with CIW-required equipment, and two instructors were trained and received CIW certification. In addition, two groups of students totaling 25 individuals received pilot training in e-commerce and network security. The latter part of the course was designed by the grantee itself. The project culminated in the creation of sample e-commerce Web sites. Support from the Eurasia Foundation has facilitated the building of an infrastructure for the preparation of a qualified e-commerce workforce. Given the high demand for e-commerce programmers and the grantee's increased training capacities, its activities are sustainable.

Jermuk Municipality

\$22,405

Jermuk, Armenia **3/1/2001 - 1/31/2003**

Lack of accountability and responsiveness of local governments hampers the ongoing process of decentralization of power in Armenia. The aim of the Eurasia Foundation's Municipal Information Analytical Centers was twofold: 1) to introduce cutting-edge technologies for automation, as well as information storage and retrieval; 2) to train municipal personnel in modern fiscal management, and in matters of improved interaction with citizens, and strategic planning. The Jermuk municipality was

among seven Armenian municipalities funded to create and equip such a center. As a result, an information management software package was introduced to support automation of municipal activities and to create an effective mechanism for population involvement and feedback; community round table discussions were organized. Fourteen issues of an information bulletin were issued and disseminated, in addition to brochures presenting the municipal budget and commentaries. Also organized were the first public hearings of the local budget.

Kjavar TV Company, Ltd.

\$15,078

Gavar, Armenia

8/1/2001 - 7/31/2003

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Kjavar TV Company, in Gavar, produced 78 segments of its well-received talk show, "Asparez," within the framework of the EF project. The grantee originally had planned to produce 26 segments. Video reports submitted by the company demonstrate increased call-in volume and positive viewer feedback. "Asparez" continues to air following project completion.

Noemberyanian Town Library

\$27,360

Noemberyan, Armenia

10/1/2001 - 3/31/2003

The Noyemberyan Public Library was one of several such institutions to receive support through the Eurasia Foundation's Public Dialogue Campaign. Aimed to transform the library into a multifaceted center of civic communication, the Foundation grant provided computer systems, Internet access, a large number of books, and training through the NGO Center. The project led to a considerable increase in the number of library patrons, expanded services and introduced new ones, and laid the groundwork for public-dialogue development in Noyemberyan. The library's bid for promoting civic communication included collaborative efforts with local government bodies and organizations, and the establishment of a network of partner NGOs. The grant's goals, however, were not met fully, as the library lacked mechanisms for financial sustainability, was unable to maintain information updates, and fell short of expected innovations. Such issues might be better addressed through additional training support and experience exchange.

Loru Mig, Ltd.

\$15,078

Vanadzor, Armenia

8/1/2001 - 7/31/2003

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

The Loru Mig TV station, in Vanadzor, originally had planned to produce 48 segments of its twin talk show programs, "Vanadzor Today" and "Studio-2," within the framework of the Public Debates in Live Broadcasting initiative. The project, however, enabled the station to produce a full 100 segments of the shows, which address a host of problems in local communities. The shows proved highly popular, as demonstrated by the volume of call-ins and positive viewer feedback recorded in company-provided reports. Both "Vanadzor Today" and "Studio-2" are still going strong following project completion. A joint ProMedia and Internews survey in 2003 concluded that Loru Mig enjoyed the highest ratings among TV stations in Armenia.

Lusalik Telecompany, Ltd.

\$15,078

Charentsavan, Armenia 8/1/2001 - 7/31/2003

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

Lusalik Telecompany, in Charentsavan, had planned to produce 24 segments of its talk show program, "Tesaket," within the framework of the EF project. Instead, the company went on to air 34 segments. "Tesaket"s growing popularity is attested to by company-provided reports, which include testimonials and increased call-in figures. "Tesaket" continues to air following project completion.

Martuni Womens' Community Council, Public Organization

\$15,688

Martuni, Armenia 8/1/2002 - 9/30/2003

The Martuni Women's Council was one of the winners of the Eurasia Foundation's competition for promoting the development of community-based organizations. Within the framework of the Foundation's Public Dialogue Campaign, the project aimed at increasing public participation in decision-making processes, developing local leadership, and identifying and mobilizing local resources to address community issues. The Foundation grant enabled the Martuni Women's Council to establish a community center, provide leadership training for community activists and NGOs, offer legal and business consultation, and conduct a campaign for broad community development, including the publication of promotional material and production of public-affairs programs on local television. Furthermore, the community center has implemented several successful initiatives to meet various local needs by using local resources and volunteer work. The center is currently developing mechanisms to secure its organizational and financial sustainability.

Media Support "Internews," NGO

\$22,254

Yerevan, Armenia 8/15/2000 - 8/31/2002

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

The Internews project was aimed at providing technical assistance, training, and consultation to ten regional TV stations, winners of the Public Debates in Live Broadcasting competition.

Internews helped install all the equipment provided to independent TV stations under the EF grant; provided 30 professionals from grantee stations with four-session training (theoretical, technical, practical, and analytical) in live public-affairs programming; and established standard talk-show models for regional TV stations.

Ministry of Industry and Trade of the Republic of Armenia, ArmRISTI, Gyumri branch

\$21,800

Gyumri, Armenia 10/1/2001 - 5/15/2003

Since Armenia's independence in 1991, scant government funding, dwindling book collections, and obsolete cataloguing equipment have brought about the near-collapse of the country's regional public library system. Through its Public Dialogue Campaign, the Eurasia Foundation has helped reverse the trend by transforming libraries into multifaceted centers of civic communication. Among the grantees

receiving support under the initiative is the Public Library ArmRISTI, Gyumri Branch. ArmRISTI produced nine TV programs and organized three round-table discussions on economic development issues. Now the library is in the process of designing a Web site dedicated to the economic and social lives of Gyumri. The project reached most of its goals. In the future, however, it might benefit by an increased level of activity and development of original approaches to securing public participation.

National Union of Book Publishers, Union of Legal Entities

\$29,386

Yerevan, Armenia

7/15/2002 - 1/25/2004

Despite a robust revival in recent years, Armenia's book-publishing industry has fallen short of expectations, due to its lack of modern technologies and professional knowledge, as well as a number of legal and logistical barriers to business development. The industry has also been hurt by poor marketing and low local demand. Within the framework of the Eurasia Foundation's Business Advocacy Competition, the National Union of Book Publishers was supported to help create a favorable legal environment and promote the development of book publishing. The Union analyzed successful foreign models of book publishing and accordingly formulated a normative base and standards for the industry as a whole. The information was disseminated among printing houses and publishing companies. Next the Union published 250 copies of a CD containing a catalogue of books published in Armenia. The catalogue was also posted on the Union's Web site. These efforts paved the way for an international exhibition of publishers in Yerevan, featuring more than 200 publishing houses from Armenia, Russia, Ukraine, Poland, and Iran. In addition, the grantee, collaborating with various stakeholders, formulated a draft law on book publishing and presented it to the government. Project outcomes include increased awareness of the Armenian book publishing sector and its potential among foreign interested parties, increased professional knowledge among industry representatives, and significant steps toward improving the legal environment for the industry.

Public Advocacy, NGO

\$16,450

Aragatsavan Village, Armenia

3/1/2002 - 4/30/2003

In Armenia's remote rural areas, a lack of community development resources and knowledge is the main cause of autocratic and irresponsible governance, as well as minimal civic participation in the decision-making process. With the goals of increasing civic participation and fostering community development processes, the grantee organization conducted a far-reaching public education campaign in select rural areas of the Aragatsotn region. The grantee conducted seminars, disseminated information, and provided training for increased grassroots activism. As a result, community volunteer councils were formed, followed by public hearings of local development plans and strategies. While several partnership projects were developed to address local issues, the grantee has established a coordination center for community volunteer councils, including fundraising committees. A major obstacle to the implementation of the grantee's objectives was the inability of traditional and multiethnic communities to agree on the adoption of public hearing methodologies. This is why initial hearings were less effective and productive than expected.

Republic Library of Syunik Marz

\$23,175

Kapan, Armenia

10/1/2001 - 3/30/2003

Since Armenia's independence in 1991, scant government funding, dwindling book collections, and obsolete cataloguing equipment have brought about the near-collapse of the country's regional public library system. Through its Public Dialogue Campaign, the Eurasia Foundation has helped reverse the trend by transforming libraries into multifaceted centers of civic communication. Among the grantees receiving support under the initiative is the Public Library of Syunik Marz.

Through the Eurasia Foundation grant, the activities of the Public Library of Syunik Marz positively affected the city of Kapan and the Syunik region as a whole. However, the training and information support provided to the grantee was probably not enough to significantly change the situation, particularly in terms of improving the Soviet-style professional attitudes of librarians, which continue to impede prospects for wider public participation in community development processes.

Republican Library of Armavir Marz**\$21,837****Armavir, Armenia****10/1/2001 - 3/30/2003**

Since Armenia's independence in 1991, scant government funding, dwindling book collections, and obsolete cataloguing equipment have brought about the near-collapse of the country's regional public library system. Through its Public Dialogue Campaign, the Eurasia Foundation has helped reverse the trend by transforming libraries into multifaceted centers of civic communication. Among the grantees receiving support under the initiative is the Public Library of Armavir Marz, which was provided with computer systems, Internet connection, a large number of books as well as training through the NGO Center. The project has led to a sharp increase in the number of patrons, expanded services and introduced new ones, and laid the groundwork for public dialogue development in the region. The project's goals, however, were not met fully, as the library did not demonstrate the required leadership and creativity to overcome some core obstacles. These included a lack of understanding and support from the local government, insufficient internal coordination, and technical difficulties with Internet connection. Such issues might be better dealt with by the library through additional training support and experience exchange.

Republican Library of Lori Marz**\$24,982****Vanadzor, Armenia****10/1/2001 - 6/30/2003**

The Regional library of Lori Marz was one of several such institutions to receive support through the Eurasia Foundation's Public Dialogue Campaign. Aimed to transform the library into a multifaceted center of civic communication, the Foundation grant provided computer systems, Internet access, a large number of books as well as training through the NGO Center. The project led to a considerable increase in the number of library beneficiaries, expanded services and introduced new ones, and laid the groundwork for public-dialogue development in Vanadzor and the whole Lori Marz. The library's bid for promoting civic communication included collaborative efforts with local government bodies and organizations.

The grant's goals, however, were not met fully, as the library lacked mechanisms for financial sustainability, was unable to maintain information updates, and fell short of expected innovations. Such issues might be better addressed through additional training support and experience exchange.

Sevan Municipality**\$24,384****Sevan, Armenia****3/1/2001 - 3/31/2003**

Lack of accountability and responsiveness of local governments hampered the ongoing process of decentralization of power in Armenia. The aim of the Eurasia Foundation's Municipal Information Analytical Centers (MIAC) program was twofold: 1) to introduce cutting-edge technologies for automation, as well as information storage and retrieval; 2) to train municipal personnel in modern fiscal management, and in matters of improved interaction with citizens, and strategic planning. The Sevan Municipality was among seven Armenian municipalities funded to create and equip such a center. As a result, an information management software package was introduced to support automation of municipal activities and to create an effective mechanism for population involvement and feedback; a telephone hotline established; a public poll on municipal activities was conducted; electronic map of the town made; and live TV interviews with the mayor conducted. Ten issues of an information bulletin were issued and disseminated, in addition to brochures presenting the capital investments plan for 3 years period. Also organized were public hearings of the local budget.

Shant, Llc.**\$14,736****Gyumri, Armenia****8/1/2001 - 7/31/2003**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through

this project, regional TV stations were provided with professional training and equipment to produce series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

Shant TV started the project implementation with "Viewpoint," an interactive program dedicated to addressing regional issues. In January 2001, Gyumri's Shant TV significantly broadened its coverage area. That year the company launched another live program, "Perspective," dedicated to local and regional issues. Originally, Shant TV had planned to produce a total of 40 segments of its twin shows within the framework of the EF project. Instead, the company went on to put 41 "Viewpoint" segments and a whopping 252 "Perspective" segments on the air. Both shows earned immense popularity, allowing Shant TV to begin broadcasting nationwide and reaching some 200,000 viewers. Both "Viewpoint" and "Perspective" continue to air following project completion.

State Engineering University of Armenia

\$24,854

Yerevan, Armenia

9/1/2001 - 12/10/2002

Aiming to boost Armenia's Information Technology (IT) sector and create better employment opportunities through standardized training, the Eurasia Foundation announced a competition for IT training centers. One of the winners, the State Engineering University of Armenia, has been a registered CISCO Regional Academy but was unable to provide training due to its lack of equipment and authorized trainers. The Foundation grant supported the strengthening of the Academy's technical capacities through new equipment, training of instructors at Budapest's Regional CISCO Academy, and provision of pilot courses for students. As a result of the grant, 17 instructors were trained and received certification and 30 students completed a four-phase training course in CISCO Systems network technologies. Currently a new class of 40 students is enrolled in the course. Given the high demand for qualified network administrators, as well as the Academy's affordable tuitions, its revived CISCO training course can help it become a premier IT institution in the Caucasus.

The Maternity Fund of Armenia

\$20,909

Yerevan, Armenia

8/1/2002 - 8/15/2003

Lack of public participation in decision-making processes is one of the main problems of developing democracy in Armenia. Community-based organizations are aimed to support in develop and deepen public participation processes in communities as well as mobilize and train community members in their rights and responsibilities. Community Center of Kanaker-Zeitun district of Yerevan city has tried various methodologies in reaching their goals and objectives. First of all, they conducted sociological polls and created database for the community. After they provided series of training courses for community members along with established consulting and information services in the Center. Information campaign supported conducting of 6 public hearings and different other events like meetings round table discussions, and fundraising events. Different information materials, handbook and community guide was published during the project. One of the greatest achievements of the project was established partnership with local municipality, which provided them with location and some administrative facilities. Municipal authorities understood how profitable the partnership can be and actively use products of Center's activities like sociological data, publications, training, efforts on strategic development as well as try to work out mutual projects. Partnership with other local organizations is also rather fruitful. The project is considered one of the most successful ones within the framework of community based organizations development initiative.

Tsayg, Ltd.

\$14,736

Gyumri, Armenia

8/1/2001 - 7/31/2003

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments

included a call-in component that allowed live interaction between viewers and debate participants. Tsayg Ltd., in Gyumri, had planned to produce 30 segments of its talk show programs within the framework of the EF project. Instead, the company went on to air 120 segments -- a significant step in the process of improving civic participation and establishing live public dialogue in the Gyumri region. The growing popularity of the grantee's talk shows is proven by company-provided video reports, which show increased call-in figures and positive viewer feedback. Tsayg's talk shows continue to air following project completion.

TV Media Alt

\$14,736

Armavir, Armenia

8/1/2001 - 8/15/2003

Lack of professional skills and poor technical capacities hindered the development of regional TV studios as mediators for civil society and public participation. EF's initiative called "Public Dialogue in life broadcasting" was aimed at technical and professional improvements of regional TV stations. In exchange to technical and professional support received, the Alt TV studio has produced series of programs "Bazmaket" aimed at development of public dialogue and public participation in Armavir marz. 88 programs of "Bazmaket" have been issued so far instead of 44 planned. The programs are very popular and always have a large feedback from the population. Increased number of telephone calls during a program (from 8-12 to 25-30) witnesses the growing confidence towards the TV studio's production.

Union of Banks of Armenia

\$25,362

Yerevan, Armenia

8/1/2002 - 6/30/2003

As Armenia's business laws have yet to keep pace with the growth of private entrepreneurship, the Eurasia Foundation supports business advocacy and lobbying through various business associations. Within the framework of its Business Advocacy Competition, the Foundation awarded a grant to the Association of Banks of Armenia for developing a draft law on "Lobbying activity in Armenia." The Association organized roundtables during which possible mechanisms of interaction between business associations and governmental structures were articulated. Roundtable participants comprised key business associations and the Chamber of Commerce of the Republic of Armenia. The grantee developed institutional mechanisms for the involvement of business associations in the government's decision-making process. Such mechanisms were included in the grantee's draft law, which was presented to the government. Parts of the draft recommendations were included in the Poverty Reduction Strategy Paper developed by the government. If adopted, the law would go a long way in improving Armenia's business climate.

Union of Business Support Organization

\$26,588

Yerevan, Armenia

7/15/2002 - 7/14/2003

Within the framework of its Business Advocacy Competition, the Eurasia Foundation supported a number of projects in the field. Among the competition winners was the Union of Business Support Organizations (UBSO), a coalition of eight NGOs aiming to promote the involvement of business associations in decision-making at both the government and sectoral levels. In Yerevan and the regions of Lori, Tavush and Vayots Dzor, seminars and meetings were conducted with the participation of 83 organizations, including representatives of local governments and business associations. Discussions at these events shed light on basic obstacles to Small and Medium Enterprise development in Armenia, and led to the formulation of solutions through fresh mechanisms. Findings were revealed to the public at large. Project activities helped UBSO strengthen its organizational capacities. The grantee opened three regional branches and its membership increased by 25%. In addition, UBSO articulated several business-related legislative reforms and presented them to the government. One of the major impacts of the project was the creation of constructive dialogue between entrepreneurs and local and state authorities. All project activities were widely covered by the news media.

Union of Manufacturers and Businessmen (Employers) of Armenia, Public Organization

\$28,242

Yerevan, Armenia

7/15/2002 - 10/15/2003

Within the framework of the Eurasia Foundation's Business Advocacy Competition, the Union of Manufacturers and Businessmen of Armenia (UMBA) received a grant to promote the liberalization of economic legislation and improve the legal environment for entrepreneurship. The project enabled UMBA staff to team with economists and lawyers to systematically monitor and analyze business legislation in eight various areas. In addition, UMBA created an informal coalition of public organizations and attorneys, which conducted a public awareness campaign. Results of the monitored laws were presented in three publications and disseminated among stakeholders. The project was completed with the establishment of a Legal Committee within the structure of UMBA. The Committee will pursue legislation-monitoring and -reform activities in the future.

Vanadzor Municipality

\$23,727

Vanadzor, Armenia

3/1/2001 - 3/31/2003

The project was to support the improved activities of local government body through establishment of an information-analytical center within the municipality. The project included equipping a center, introducing software for creation different municipal information&analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for population feedback. The project results are the improvement of the level of municipal services, more transparency in municipal activities and the involvement of the population in the decision making processes through meetings, round table discussions and public hearings.

Yerevak, NGO

\$12,135

Noemberian, Armenia

8/1/2002 - 6/30/2003

Armenia's ongoing decentralization of local governance has necessitated the development of community-based organizations like condominium associations. Support from the Eurasia Foundation enabled the Yerevak NGO to develop such associations in Tavush Marz. Yerevak established a training and consulting center for emerging condominium associations, developed organizational training material, promoted the idea of condominium associations throughout the region, and established three model associations in Noyemberyan, Azatamut, and Airum. As a result of the grantee's efforts, the new condominium associations have created partnerships with local authorities and implemented several community projects.

Yerevan University of Management and Information Technologies Ltd

\$29,780

Yerevan, Armenia

8/15/2001 - 8/1/2002

Given the shortage of qualified specialists in Armenia's Information Technology (IT) sector, the Yerevan University of Management and Information received EF support to found an Oracle-authorized training center on campus. The center sought to provide intensive training to information systems professionals, who would subsequently receive Oracle certification. The project entailed the establishment of an Oracle-specified computer lab, training of instructors, and certification of 14 specialists following six different courses in the development and administration of Oracle databases. In order to receive Oracle authorization, the center was also required to obtain training courses and educational materials costing close to \$80,000 per year. Project implementation encountered a number of major obstacles, including Armenia's IT industry crunch, low student demand and high tuitions, with the result that the center was unable to obtain Oracle authorization. Currently the center has shifted its focus to train staff of the Tax Departments of the ministries, where Oracle databases are used, thus still contributing to the university's efforts of obtaining Oracle authorization.

Young Family Support Center**\$19,260****Yeghegnadzor, Armenia 8/1/2002 - 9/15/2003**

Civil society development needs new approaches in community mobilization and development processes. Therefore, the Eurasia Foundation started a new program for the development of community based organizations. This program was aimed at the creation of new mechanisms for identifying, mobilizing, and improving community resources, both human and material. The Young Family support center created and implemented a model of consolidated development of rural communities by increasing civic participation in local decision making and strategic planning processes, as well as in the identification and mobilization of local and external resources to solve the most acute problems in rural communities of the Yeghegnadzor region. The project included the creation of a network of community coordination councils, training sessions, round table discussions of local problems, budget hearings, and a series of radio programs. As a result, rural communities created solutions for several local problems, increased transparency and public participation in decision making, and acquired an advising, assisting, and teaching partner.

Zangak TV Station**\$15,078****Martuni, Armenia 8/1/2001 - 7/31/2003**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Martuni's Zangak TV station, which had planned to produce 35 segments of its talk show programs, "Dem-ar-dem" and "Andradarts," within the framework of the EF project, went on to air 88 segments. Video reports provided by the company show increased call-in volume and positive viewer feedback. Both "Dem-ar-dem" and "Andradarts" continue to air following project completion.

Antenna, NGO**\$34,983****Yerevan, Armenia 8/23/2002 - 9/22/2003**

While there is little direct contact between the public of Armenia, Azerbaijan and Georgia, the three countries share a number of common concerns. Regional dialogue about these concerns not only helps to initiate productive discussion about solutions, but it also builds confidence across the region. Independent media initiatives play a critical role in this process. The non-governmental organization Antenna and their partners in Azerbaijan and Georgia aimed to create a regional public dialogue by facilitating direct cooperation between radio stations of the South Caucasus and linking those stations with the international radio community. Over the course of the project, the partner organizations produced and broadcast 44 weekly talk radio programs. The program, entitled Radio Bridge, featured guests from all three countries and focused on concerns that are significant across the region, including free speech, women's rights, HIV/AIDS and religion. The partners also organized an international conference on radio cooperation issues and designed a website to promote the results of the project. The show's host in Armenia, Egor Glumov, received a Radio Audience prize as a best anchor. The project contributed to cooperation between radio broadcasters and journalists in the South Caucasus and increased cross-border awareness and interaction of the listening public.

Center for Socio-Economic Research and Analysis**\$2,732****Yerevan, Armenia 3/10/2003 - 4/22/2003**

European integration of the countries of the South Caucasus presumes harmonization of financial, budgetary, and taxation systems. This project is aimed at supporting the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations conducted research and developed a linkage project that includes a comparative analysis of the national financial, budgetary, and taxation systems in

Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards. The partners' proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

Community Finance Officers Association

\$29,878

Yerevan, Armenia

5/20/2002 - 5/31/2003

Proper land use planning and management is widely recognized as a precondition for economic growth. Since the early 1990s, Azerbaijan, Armenia and Georgia have been engaged in creating effective land-related policies. While each country has made progress in achieving an appropriate land and property system by developing laws, policies, and practices regulating the sector, there are gaps and inconsistencies with the national legislation in each country. While the countries of the South Caucasus face similar problems and could benefit from sharing their experience, there is little collaboration between the three countries in the field of land policy. The Community Finance Officers Association and their partners in Azerbaijan and Georgia sought to stimulate a regional dialogue on land policy in order to improve land-related legislation and to help develop national and regional agendas for this sphere. In the initial stage of the project, each partner conducted country assessments as well as a comparative analysis of land use and land policy in each of the South Caucasus countries. The assessments were distributed to members of public organizations, businesses and policy makers for comment. In addition, 10 experts were selected to prepare papers on land policy which were presented at a 3-day regional conference in Tbilisi in February. The conference, which involved participants from the government, business and public sectors as well as a number of international experts, was very successful. On the second day of the conference, participants divided into working groups and eventually produced a draft Land Policy Action Plan. All conference materials are available on the website www.aplr.org/conference and on a compact disk published by the partners in English and in Russian.

Financial Banking College Foundation

\$28,161

Yerevan, Armenia

3/29/2002 - 4/30/2003

A stable and well-organized banking sphere is a vital component for economic growth and sustainable development. While the creation of a strong banking sector will have a significant impact on economic growth in the South Caucasus, banks are hindered by a lack of professionalism among general staff and a lack of modern management skills on the part of middle managers. The Financial Banking College Foundation (FBCF) and its partners in Azerbaijan and Georgia implemented a project to raise the level of professionalism among bank personnel in the South Caucasus. In order to develop a training system suitable to the South Caucasus, the partners visited with representatives of bank training centers in Eastern and Western Europe. Subsequently, they elaborated 13 training modules and published 4 textbooks on banking and conducted training for bank employees in each country. FBCF conducted trainings for 27 employees from 5 banks in credit for small- and medium-size enterprises, international accounting standards, securities and financial markets. Training participants evaluated the trainers, training materials and relevance of the material very highly. The training materials were published in booklets and these were distributed to banks throughout the region. As a result of the project, a network of regional trainers and a functioning curriculum for bank employees has been established and the partners plan to expand their cooperation in bank training.

Media Support Internews, NGO

\$2,856

Yerevan, Armenia

2/25/2003 - 4/11/2003

Information communication technologies (ICT) and their applications have created a worldwide need for well-reasoned national ICT policies that take into account new uses of technology and how they impact the local context. Internews Azerbaijan and its partners in Armenia, Azerbaijan and Georgia developed a linkage proposal to facilitate an open and secure ICT sector in the South Caucasus. The linkage project will include an analysis of the legislation regulating ICT in the three countries and the extent to which such legislation complies with standards set by the Council of Europe. The results of

the analysis will be used to formulate legislative recommendations for drafting or amending ICT-related legislation on issues such as electronic signatures, electronic commerce, ICT-related intellectual property issues, data and privacy protection, and cyber crime. The linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion and was approved for funding.

Union of Civil Society, Public Organization

\$30,442

Yerevan, Armenia

9/27/2001 - 3/25/2003

Transparent elections with broad voter participation are a basic requirement for creating and maintaining democratic institutions. However, fair elections in the South Caucasus are hindered by a number of problems, one of which is low voter participation on the part of minority groups. Through this project, the partners sought to raise the level of voter knowledge about elections and election monitoring among minority communities. The Armenian partner produced Armenian-language brochures on the Georgian elections system for the Armenian-speaking population of Georgia and the Georgian partner published similar Georgian-language brochures on the Azerbaijan elections system for Georgian-speaking residents of Azerbaijan. The Armenian partner also conducted seminars for voters in the regions of Georgia with large Armenian populations. The seminars covered the rights and responsibilities of voters and the importance of election monitoring. Following these seminars, the partners organized a regional training for 30 volunteers from Azerbaijan, Armenia and Georgia on how to become election monitors. In a related activity, the partners conducted a comparative analysis of election laws in the three countries and developed a set of recommendations, which were delivered to legislative bodies in the three countries. The project increased public awareness about election laws in minority-populated regions of the South Caucasus and helped establish a corps of volunteer election monitors.

Association of Armenian Freight Forwarders

\$29,216

Yerevan, Armenia

10/16/2000 - 3/15/2003

While the transport is a significant sector in the economies of the South Caucasus countries, it is hampered by inconsistent standards and regulations. Fostering the development of integrated transport regulations that conform to international standards and conventions will be essential to the economic development of Azerbaijan, Armenia and Georgia and to maintaining connections both regionally and internationally. To address this issue, the Association of Armenian Freight Forwarders and their partners in Azerbaijan and Georgia implemented a project to promote regional harmonization of legislation in the field of transport and freight forwarding. The partners analyzed transportation policy in the three countries of the South Caucasus and developed a database of all relevant laws, acts, agreements and international conventions. Based on their comparative analysis of transport and export policy, the partners generated a set of recommendations and presented them to legislative bodies in each country. As a result of the recommendations, Armenian parliamentary committees and other stakeholder groups are now considering a series of recommendations regarding 5 international conventions. In addition to their policy initiative, the Armenian partner distributed 300 copies of a training manual for freight forwarders and representatives of transportation companies, which outlines all legislation and regulations relevant to transport and freight forwarding in the region. The manuals were used as a basis for 36 training courses for 12 freight forwarding specialists. As a result of the project, sector professionals and policymakers are more informed about transport policy across the region.

Armenian Center for Political Studies and Training, Public Organization

\$2,629

Yerevan, Armenia

2/25/2003 - 3/28/2003

Higher education systems that award internationally recognized degrees will be crucial for integrating the South Caucasus countries into international professional and educational organizations. However, the higher education systems of Armenia, Azerbaijan and Georgia continue to operate according to obsolete Soviet regulations and award degrees incompatible with international standards. The partner organizations developed a proposal for a linkage project that would facilitate the harmonization of the

region's educational systems with international standards. The linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO, and develop appropriate education policy recommendations for legislative bodies in the three countries. The partners' proposal was submitted to the South Caucasus Cooperation Program in a timely fashion and was approved for funding.

Azerbaijan

“Simurg” Association of Culture of Azerbaijan

\$33,966

Baku, Azerbaijan

5/15/2002 - 5/14/2003

After the breakup of the Soviet Union, government support for the development of education, especially in the regions, diminished. This project helped more than 240 graduates from high schools in Ganja and Mingachevir understand the importance of continuing their education. A special computer program to test the graduates' knowledge was designed that contained several subject areas, each consisting of more than 200 questions. Testing centers were established in Ganja and Mingachevir to examine graduates' knowledge using this innovative program. 2000 copies of a book entitled, "Manual for Entrants to Universities" were published and disseminated among the graduates of three high schools in Ganja and Mingachevir. As a result, the number of graduates who chose to enter universities increased by 15% in Ganja and by 11% in Mingachevir.

Azerbaijan Project Management Association

\$35,000

Baku, Azerbaijan

5/15/2002 - 5/14/2003

Despite solid growth in the number of private enterprises, much of the business activity these enterprises generate is low in quality and not sustainable. To a great extent, this problem is due to financial difficulties and bankruptcies, which are primarily caused by a lack of knowledge and skills in business organization and management and the basics of project management. Interviews conducted among the management staff of newly created SMEs confirmed that only a small percentage of the entrepreneurs have even a remote understanding of the methods of organizing and managing business projects. This project sought to introduce international project management standards to SMEs and to prepare specialists to manage projects in accordance with international requirements. The organization conducted a series of trainings for 200 people, in addition to organizing seminars and roundtables involving businesses, NGOs and government agencies. On completion of the training, 53 people received certification from the International Project Management Association (IPMA). Literature on project management was translated into Azeri, edited and published, and a web site was created. Two conferences devoted to the subject were held. As a result of the project, the Azerbaijan Project Management Association established a partnership with the IPMA and a number of local organizations were formed.

Baku Plus Association of Specialists Educated Abroad, Azerbaijan

\$27,564

Baku, Azerbaijan

10/1/2002 - 7/31/2003

Although small and medium enterprises in Azerbaijan have increased their foreign trade activities, no common source of accessible information on customs legislation and procedures exists. There is also a lack of readily available consulting services to help entrepreneurs develop foreign markets. This project aimed to introduce a process to make customs procedures and regulations more transparent and to strengthen the capacity of small and medium enterprises involved in foreign trade, one of the most promising areas outside of the oil and gas sector. The grantee first surveyed 500 medium and small entrepreneurs in the import-export business to determine their most pressing problems. Using the results of this survey, the grantee organized three roundtables for entrepreneurs, customs officials and NGO and business association representatives to discuss customs policy and procedures. Widely covered by the local media, these roundtables led to a productive dialog between the groups on improving the trade environment for SMEs in Azerbaijan. The grantee also developed a web site on customs regulations in Azerbaijan and its major trade partners and produced a brochure to inform small businesses on customs procedures. Additionally, more than 200 individuals and businesses received training and consulting on import-export operations. As a result, small and medium

businesses are better prepared to expand into foreign markets. The project also produced an effective means for entrepreneurs to identify problems to the appropriate government officials.

Baku Press Club

\$28,784

Baku, Azerbaijan

3/5/2002 - 3/4/2003

With the strengthening of the independent press in Azerbaijan, the potential for journalists to abuse citizens' rights and intrude in their private lives has increased. While a legal system regulating relations between the authorities, the press and society exists, it is ineffective. This project supported the establishment of a Council of Press to function as a self-regulating mechanism of the press. Forty-five editors-in-chief and heads of information agencies and journalist organizations attended three roundtables where the responsibilities, goals and objectives of a future Council of Press were discussed. In addition, thirty editors-in-chief, journalists and potential members of the Council of Press attended three seminars where topics such as "Regulating And Self-Regulating Of Mass Media Activities" and "Legislation On Defamation And Its Practice In Azerbaijan" were covered. Foreign experts from the Council of Europe, the International Federation of Journalists and the European Court on Human Rights lectured at the seminars. 1000 copies of books titled "Responsibilities Of a Journalist" and "We Declare Publicly" were published and distributed to the participants of the seminars, libraries, universities and journalist organizations. At the culmination of this project, a forum of journalists developed and approved a charter and regulations for the Council of Press. As a result, the Council of Press, consisting of 15 members was established.

Engineering Charitable Society

\$30,530

Baku, Azerbaijan

3/5/2002 - 3/4/2003

Because paper is not produced in Azerbaijan, all paper for the print media and for textbooks must be imported at higher than normal prices and in limited amounts. This lack of paper and its inflated cost has a direct impact on the publishing industry, especially the print media. The main goal of the project was to promote and foster the recycling of newsprint in Azerbaijan so that less expensive paper could be made available to the press and publishers - a critical step for their independence and commercial sustainability. The grant aimed to introduce to the public, commercial enterprises and the media the advantages of recycling newsprint, to familiarize small enterprises with recycling technology, and to develop a strategy for the collection and reprocessing of newsprint that would enable small businesses to engage in these types of activities. The grantee determined the level of demand and a supportable price for paper in Azerbaijan, established and conducted 11 public educational seminars for students and small business representatives, visited seven recycling ventures in Russian and Georgia, and organized an exhibition demonstrating the collection and recycling process as well as potential uses for the finished product. As a result, a coalition was established among three organizations that signed an agreement to continue to develop paper recycling in Azerbaijan.

Ganja Agribusiness Association

\$34,987

Ganja, Azerbaijan

7/1/2002 - 3/31/2003

Walnut and hazelnut production in northwestern Azerbaijan offers tremendous potential for small producers. Presently, however, the market is dominated by large monopolistic domestic and foreign suppliers, making it difficult for small producers to establish a market share and to operate profitable businesses. This grant supported the development of walnut and hazelnut production by small businesses in three key regions -- Sheki, Gabala and Oghuz. The project's goal was to improve quality standards and marketing practices so that nut growers could establish profitable business contracts with domestic and foreign buyers. Building on an earlier grant to three adjacent regions, this project supported training in association building and consultations in product quality for 60 members of the domestic nut growers association. With the assistance of a U.S. business consultant from the Citizen's Development Corps, a Marketing Union of nut producers was created. The project concluded with a regional trade fair for nut products, where effective contacts were established between producers/farmers and buyers.

Gizil Petek, NGO**\$18,688****Baku, Azerbaijan****2/14/2002 - 3/31/2003**

Although there is a strong tradition of beekeeping in Azerbaijan and there is sufficient local demand for apiary products, the sector remains weak and underdeveloped. Beekeepers are unable to promote their products and there is no consistent system in place to transport the products to markets. This grant supported improved marketing for the Azerbaijani beekeeping industry with the goal of increasing sales in the domestic market. At a seven-day trade fair for honey products in Azerbaijan organized by the grantee, the Ministry of Agriculture honored the ten best beekeepers. The event was widely publicized via electronic and print media. As a result, more than 80% of the products at the fair were sold, a number of supply contracts were signed and the beekeepers involved realized the practical importance of marketing and organized sales through the services of a professional association.

Irshad-I.A.M. Joint Venture**\$34,517****Baku, Azerbaijan****7/1/2002 - 4/30/2003**

Hospitality services, an essential component of the Azerbaijani domestic tourism sector, need to be improved and diversified. Unfortunately, an insufficient number of professional managers, too few hotels and motels and an absence of accessible information on the sector impede its development. The grantee sought to remedy this situation by improving managerial skills and by organizing and distributing information on available services in Azerbaijan. 40 hotel and motel managers from across Azerbaijan increased their skills in hotel management through training sessions with foreign consultants. The grantee prepared detailed manuals on hotel management in Azeri and provided them to the training participants. After conducting an in depth survey, the grantee also developed an extensive catalog of Azerbaijani hotels, motels and tourist complexes. This information was disseminated to hotels and tourist agencies throughout the country and displayed on a new web site. As a result, managers gained new knowledge and information on available lodging in Azerbaijan became more readily available.

NGO "Agro Meslehet"**\$34,955****Baku, Azerbaijan****2/14/2002 - 2/14/2003**

A lack of business skills among farmers and a fragmented approach to food processing and delivery have delayed the development of the agricultural sector in Azerbaijan. Thus it is necessary to promote effective agricultural cooperation and integration that will lead to an effective production chain, involving farmers/suppliers, processors and buyers of agricultural products. This project supported agricultural cooperation in six regions of southern Azerbaijan where the prospects for the development of agribusiness are high. 80 farmers and processors and 20 regional consultants participated in training to increase their knowledge and skills in business organization with a particular emphasis on the economic benefits of closer collaboration and leasing. The grantee prepared, issued and distributed among 2,000 farmers recommendations for the creation of agricultural cooperatives, as well as other legal documents and informational brochures on agricultural cooperation. As a result, two pilot cooperatives were created -- a production cooperative and a supply and sales cooperative.

RUH - Journalists Defense Committee of Azerbaijan**\$33,390****Baku, Azerbaijan Republic****4/10/2002 - 1/31/2003**

A new law on mass media entered into force in 2000 that did not fully comply with the principles of freedom of speech and information. In December 2001, at the urgent request of the Council of Europe, changes and amendments were introduced to that law. With support from the Ministry of Education, this grant introduced for the first time a curriculum at universities on the legal regulation of mass media. Forty-five representatives of mass media were trained using the new curriculum. Thirty-five passed exams successfully and received diplomas. Four books -- "Defamation and Practice of Law", "Media and Authorities", "Electronic Media: Legal Regulation and Practice" and "Information Society: Freedom and Prohibition" -- were published. 500 copies of each book were distributed to universities, mass media and relevant government and non-government organizations. As an outcome of the

project, the Institute of Journalism and Law was established that will teach courses on journalism and law twice a year.

Scientific and Engineering Center "Khazri"

\$34,868

Baku, Azerbaijan

6/1/2001 - 5/31/2003

Piracy and violation of intellectual property rights (IPR) can be a significant problem for new businesses, resulting in lost revenues and financial difficulties. This project supported private enterprise development by helping Azerbaijani goods and service providers adopt bar coding technology and understand their intellectual property rights. The grantee established bar coding systems for two companies as pilot projects and taught the employees of these companies the practical application of the bar coding system. Based on the pilot projects, the grantee organized two seminars for more than 100 businesses on the bar coding system. Other aspects of the project included implementing an IPR consulting service and creating an interactive web site on IPR. The grantee also organized two exhibitions on patent rights, published and distributed information bulletins on IPR and produced a 30 minute video describing how to set up and use the bar coding system. As a result of this project, the number of companies in Azerbaijan using the bar coding system has increased to 200 and 52 individuals received consulting services on IPR.

Social Union of Development and Stimulation of Small Entrepreneurship

\$34,986

Baku, Azerbaijan

10/11/2002 - 8/10/2003

In Azerbaijan, NGOs have a difficult time helping society with its problems because of a lack of reliable and predictable funding. One solution to this dilemma is for NGOs to work more closely with local businesses. To bring NGO and business representatives together, the grantee sponsored eight round tables. 270 individuals, 200 from NGOs and 70 representing commercial organizations, attended training sessions where they discussed social partnerships, NGOs and entrepreneurship and the local and international donor base. The grantee also prepared, published and distributed each month for nine months 1000 copies of a monthly information bulletin entitled, "Third and Private Sectors - Social Partnership." In addition, 1000 copies of two brochures - "Third and Private Sectors - Social Partnership" and "NGO and Entrepreneurship" were published and disseminated to NGOs and businesses. As a result of these activities, NGOs and businesses collaborated to form four new NGO-business partnerships.

Union of Merchants and Manufacturers

\$28,035

Baku, Azerbaijan

10/1/2002 - 9/30/2003

Despite the increasing number of import-export businesses and their importance to Azerbaijan's economic development, unclear legislation, bureaucratic obstacles and a lack of information for entrepreneurs has impeded the sector's growth. The absence of organizations capable of providing specialized support to small and medium enterprises (SME) engaged in import-export activities contributes to the insufficient development of this promising sector. With this in mind, the project aimed to increase transparent trade operations and strengthen the capacity of import-export businesses. The grantee established a resource center where entrepreneurs received free consultations and opened a telephone hot line to provide immediate assistance to SMEs. The grantee also published and distributed six bulletins with articles on urgent problems facing foreign trade businesses in the country. In addition, four round table events brought together businesspersons, government officials and local experts to discuss problems and devise proposals and recommendations for improvements to laws and regulations, which were submitted to the appropriate government agencies. As a result of this project, 150 SMEs received free legal advice and practical assistance, several changes to simplify import-export regulations were proposed and a productive dialogue between business owners and government officials was established.

Yayim Association**\$34,771****Baku, Azerbaijan****8/19/2002 - 8/18/2003**

The private distribution system for newspapers in Azerbaijan is frequently subject to government harassment and manipulation, often as a means to limit the circulation of materials critical of the government. The goal of this project was to minimize the impact of the government's efforts to control the distribution of printed materials by helping the approximately 80 private companies that are engaged in delivering printed materials to retail outlets. The grantee organized three-day seminars for the distributors that included experts from Georgia and Russia who had faced similar difficulties. Three of the trainees were selected to visit Moscow to learn how the private distribution system in Russia functions. The grantee also published sector specific monthly bulletins for the distribution companies and organized eight competitions among the distributors. The competition winners were announced in local newspapers as a way to increase public awareness of this problem. As a result of this project, a significant number of independent distributors were trained and general public became more aware of this problem.

Akhundov State Library of Azerbaijan**\$20,281****Baku, Azerbaijan****10/1/1999 - 12/29/2000**

While they contain a wealth of resources, the libraries of the South Caucasus countries face numerous challenges, including a lack of automation, personnel with outdated skills, and low financing levels. To effectively satisfy the information needs of the people of the region and to integrate with other information centers regionally and worldwide, libraries will need to adopt internationally accepted cataloging standards and electronic mechanism for information exchange. In addition, libraries must create methods to cope with the organizational problems of financing and staffing. The partners aimed to promote cooperative development of libraries throughout the South Caucasus by establishing a network of librarians and information specialists. The network's purpose is to facilitate region-wide information exchange and to leverage the knowledge of specialists. Experts from Azerbaijan and Georgia conducted a workshop in Tbilisi for eight Azerbaijani librarian trainers. The eight newly certified trainers from Azerbaijan created a training center for the State Akhundov Library. The center allows librarians to improve their professional qualifications in areas such as information management and electronic resources, as well as gain skills in fundraising and organizational management. Over the course of the project, 44 librarians improved their professional qualifications with the support of the center. Through on-going training courses and an electronic newsgroup, these library professionals will to develop a functional network for further standardization and modernization of information exchange systems in the region.

Union of Journalists Azerbaijan**\$34,997****Baku, Azerbaijan****8/23/2002 - 9/22/2003**

While there is little direct contact between the public of Armenia, Azerbaijan and Georgia, the three countries share a number of common concerns. Regional dialogue about these concerns not only helps to initiate productive discussion about solutions, but it also builds confidence across the region. Independent media initiatives play a critical role in this process. The Union of Journalists and their partners in Armenia and Georgia aimed to create a regional public dialogue by facilitating direct cooperation between radio stations of the South Caucasus and linking those stations with the international radio community. Over the course of the project, the partner organizations produced and broadcast 44 weekly talk radio programs. The program, entitled Radio Bridge, featured guests from all three countries and focused on concerns that are significant across the region, including free speech, women's rights, HIV/AIDS and religion. The partners also organized an international conference on radio cooperation issues and designed a website to promote the results of the project. The show's host in Azerbaijan, Nigar Medjidova, received a prize from the Helsinki Citizens' Assembly for her work with Radio Bridge. The project contributed to cooperation between radio broadcasters and journalists in the South Caucasus and increased cross-border awareness and interaction of the listening public.

NGO "Agro Meslehet"**\$31,620****Baku, Azerbaijan****5/22/2002 - 5/31/2003**

Proper land use planning and management is widely recognized as a precondition for economic growth. Since the early 1990s, Azerbaijan, Armenia and Georgia have been engaged in creating effective land-related policies. While each country has made certain progress in achieving an appropriate land and property system by developing laws, policies, and practices regulating the sector, there are gaps and inconsistencies with the national legislation in each country. While the countries of the South Caucasus face similar problems and could benefit from sharing their experience, there is little collaboration between the three countries in the field of land policy. Agro Meslehet and their partners in Armenia and Georgia sought to stimulate a regional dialogue on land policy in order to improve land-related legislation and to help develop national and regional agendas for this sphere. In the initial stage of the project, each partner conducted country assessments as well as a comparative analysis of land use and land policy in each of the South Caucasus countries. The assessments were distributed to members of public organizations, businesses and policy makers for comment. In addition, 10 experts were selected to prepare papers on land policy which were presented at a 3-day regional conference in Tbilisi in February. The conference was very successful, involving participants from government, business, non-governmental organizations, and a number of international experts. Participants divided into working groups and produced a draft Land Policy Action Plan. All conference materials are available on the website www.aplr.org/conference and on a compact disk published by the partners in English and in Russian.

Sigma Research Center for Development and International Collaboration**\$32,926****Baku, Azerbaijan****6/3/2002 - 4/3/2003**

Telecommunications is one of the most dynamic and rapidly developing sectors in the economies of the South Caucasus. Policy decisions currently being taken on how this sphere will be organized and regulated will determine the prospects for telecom development for years to come. These decisions cannot be left to state agencies alone as they do not always have the professional expertise necessary to develop appropriate legislation or facilitate a broad stakeholder process. Through this project, the Sigma Research Center and its partners in Georgia and Armenia sought to improve policymaking in the field of telecommunications. The partners conducted research and analysis of the legislation and market conditions affecting the telecom sector in each country. The initial legislative analysis revealed a number of constraints hampering telecommunications development. These constraints include legislation incompatible with the recommendations of the Council of Europe, the World Bank and International Telecommunications Union; the absence of independent regulatory bodies, and the absence of short-, middle- or long-term strategic development.

Following the research phase of the project, the partners hosted two regional meetings with the active participation of stakeholders and international telecommunications expert Dr. Suilin Ling. Meeting participants drafted concept papers for telecommunications development in each country and regionally, which contain a section of recommendations for the governments of each country. All materials published as a result of the project can be viewed on the site <http://www.telecom.synergy.am>. The project resulted in an active regional dialogue between stakeholders in the field of telecommunications, which will result in better policy decision making.

The Organization of Specialists Educated Abroad, Azerbaijan**\$10,150****Baku, Azerbaijan****3/22/2002 - 8/1/2003**

The economic advancement of the South Caucasus countries is closely linked with the development and integration of trade and transportation throughout the region. The current political realities in the region provide little chance that the current barriers to regional trade and transportation integration can be addressed at the national level. This project was a grassroots initiative by non-governmental organizations in Armenia, Azerbaijan, Georgia, and Turkey to work towards local control of economic issues. It was expected that the project would develop a basis for establishing a cross-border institutional structure, a regional chamber of commerce, which would provide regulatory guidance to

businesses and make the economic environment more attractive for investment. The project partners built a communication network between the local leaders of 14 small towns in border areas of Armenia, Azerbaijan, Georgia, and Turkey. A regional Mayors Forum was held in Tbilisi, providing an opportunity for discussing potential structures for the chamber of commerce and for evaluating the project. At the Mayors Forum, all of the assembled mayors agreed that further cross-border cooperation would be useful for their respective communities.

Association of Freight Forwarders of Azerbaijan

\$33,061

Baku, Azerbaijan

10/9/2000 - 3/15/2003

While the transport is a significant sector in the economies of the South Caucasus countries, it is hampered by inconsistent standards and regulations. Fostering the development of integrated transport regulations that conform to international standards and conventions will be essential to the economic development of Azerbaijan, Armenia and Georgia and to maintaining connections both regionally and internationally. To address this issue, the Association of Freight Forwarders of Azerbaijan and their partners in Armenia and Georgia implemented a project to promote regional harmonization of legislation in the field of transport and freight forwarding. The partners analyzed policy concerning transportation in the three countries of the South Caucasus and developed a database of all relevant laws, acts, agreements and international conventions. Based on their comparative analysis of transport and export policy, the partners generated a set of recommendations and presented them to legislative bodies in each country. As a result of the recommendations, Azerbaijan joined two international trade conventions and national legislative bodies are now considering a series of recommendations regarding expedited service and granting of licenses. In addition, the Azerbaijani partner printed 1000 copies of a training manual for freight forwarders and representatives of transportation companies, which outlines all policies relevant to transport and freight forwarding in the region. The manuals were used as a basis for 12 training courses for 60 freight forwarding specialists. As a result of the project, the public, professionals and policymakers are more informed about transport policy in the region.

Azerbaijan Bank Training Centre

\$26,370

Baku, Azerbaijan

3/29/2002 - 4/30/2003

A stable and well-organized banking sphere is a vital component for economic growth and sustainable development. While the creation of a strong banking sector will have a significant impact on economic growth in the South Caucasus, banks are hindered by a lack of professionalism among general staff and a lack of modern management skills on the part of middle managers. The Azerbaijan Bank Training Center (ABTC) and its partners in Armenia and Georgia implemented a project to raise the level of professionalism among bank personnel in the South Caucasus. In order to develop a training system suitable to the South Caucasus, the partners visited with representatives of bank training centers in Eastern and Western Europe. Subsequently, they elaborated 8 training modules and published 4 textbooks on banking and conducted training for bank employees in each country. ABTC conducted trainings for 47 employees from 10 banks in credit for small- and medium-size enterprises, international accounting standards, securities and financial markets. Training participants evaluated the trainers, training materials and relevance of the material very highly. The training materials were published in booklets, which were distributed to banks throughout the region. As a result of the project, a network of regional trainers and a functioning curriculum for bank employees has been established and the partners plan to expand their cooperation in bank training.

Center for Social and Marketing Researches ADAM

\$12,811

Baku, Azerbaijan

3/22/2002 - 8/1/2003

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institutional structure, a regional chamber of commerce, which would provide regulatory guidance to businesses and make the economic environment more attractive for investment. The project partners built a communication network between the local leaders of 14 small towns in border areas of Armenia, Azerbaijan, Georgia, and Turkey. A regional Mayors Forum was held in Tbilisi, providing an opportunity for discussing potential structures for the chamber of commerce and for evaluating the project. At the Mayors Forum, all of the assembled mayors agreed that further cross-border cooperation would be useful for their respective communities.

AREAT Center for Contemporary Social Processes

\$33,665

Baku, Azerbaijan

7/25/2001 - 11/24/2002

As the political structures of Azerbaijan and Georgia developed after the collapse of the Soviet Union, the enabling legislation for many governance structures contained gaps and inconsistencies. In particular, the legislative basis for local government bodies was weak and vague. As a result, there are numerous unresolved questions concerning the interrelationship between central and local government structures and the rights and responsibilities of each. In their project, AREAT and its partner in Georgia supported the development of local governance by promoting improvements to the legislation regulating self-government. The partners published 1000 copies of a book titled Local Governance in Azerbaijan and Georgia, which contains the text and analysis of legislative acts regarding local government as well as a set of recommendations for amending related legislation to better conform to Council of Europe standards. The books were distributed to local government bodies, universities and other educational institutions. In addition, the partners presented their recommendations to appropriate government bodies in their respective countries. AREAT held regular bi-monthly consultations with the Senior Expert on local self-governance within the Milli Majilis and many of their recommendations were adopted.

Belarus

Public Association "Women for Restoration of Naroch Region"

\$4,377

Miadelsky rayon, Belarus 1/1/2003 - 7/30/2003

Rural sustainable tourism is recognized by the United Nations as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas generally suffer high levels of poverty and depopulation, a situation which is especially relevant in Belarus. The project conducted research to identify the most attractive tourist destinations and designed a rural tourism program for the target region. The project also compiled, published, and distributed information materials and conducted two educational seminars on rural tourism development practices and procedures. As a result, project increased local awareness regarding this form entrepreneurial activity, helped to develop new economic opportunities, and strengthened the information and methodological base for the development of rural tourism.

Informational Development Promotion Foundation

\$34,999

Minsk, Belarus 8/1/2002 - 10/31/2003

According to Internews Network research, the potential audience of 20 Belarusian non-state television companies is almost 60% of the population; however, low financial resources impacts the quality of equipment, and the level of the outlet's access to outside information. To address this problem, the grantee created a Regional Information Agency with high-quality news exchange in cooperation with 20 regional TV stations and 5 radio stations. Research highlighting key participants, environment, networking possibilities, and basic trends of the broadcast media market was also conducted. The collected data was used to develop recommendations for improving services for regional TV news stations. The project increased the quality of news programming produced by non-governmental TV stations and encouraged media cooperation, thereby assisting the development of independent TV and radio stations and providing viewers with more access to accurate information.

Association "New Agro-enterprise"

\$32,753

Minsk, Belarus 8/1/2002 - 8/31/2003

The Belarusian government's "Program on Agricultural Complex Development for 2001-2005" improved the legislative and economic framework for the reorganization and privatization process of state agro-enterprises. However, successful reorganization of former collective farms was hampered by the lack of business planning and modern agro-technological skills among Belarusian agro-entrepreneurs. The grantee planned to mitigate these impediments through an extensive Consulting and training program. The project was co-funded by the Transform program and by enterprise-beneficiaries.

One result of the project included business-plans packages and technological maps developed for 12 agro-enterprises, supported by consulting services in their implementation. The program trained 821 representative of agro-enterprises in agriculture and related business issues using examples of successful enterprises. Four specialists participated in a 3-month internship program at German farms. The project helped agro-entrepreneurs, both those who received assistance from the project's beginning and those who already could start implementation with prepared business plans, to approach anticipated results despite unfavorable weather and economic conditions.

To further expand understanding of the subject, four round tables were conducted to discuss the draft law "On the adaptation of private agricultural enterprises to market conditions". Written materials with analysis of agro policy tendencies and legislative recommendations were published and submitted to

Agrarian Commission of the Belarusian Parliament, Ministry of Agriculture and Food Supply, Cabinet of Ministers Committee on Land resources, Geodesy and Cartography, and among other policymakers and interested organizations. Project activities were widely covered in Belarusian print media.

In a difficult economic policy climate, this project helped to optimize introduction of market principles into the agricultural sector.

Georgia

Chokhatauris Matsne, Ltd.

\$9,887

Chokhatauri, Georgia **10/1/2001 - 7/31/2002**

The project of the independent newspaper Chokhotauris Matsne was implemented within a competition to support independent regional print media, the aim of which was to support the independent regional newspapers of Georgia by improving their revenue generation and financial management capabilities, establishing alternative distribution systems, and improving the coverage and quality of their reporting. The Competition was a part of the Pro Media II program in support of independent media, implemented in cooperation with ICFJ. The project contributed to the newspaper's financial independence and improved its quality by restructuring its management system, introducing long-term financial planning, expanding the organization's distribution network (67 contracts with post offices and individual distributors have been made), establishing advertising offices and developing trainings for advertising agents and distributors. Project activities increased reader demand for the paper and increased circulation from less than 2000 to more than 3000 copies, with 2500 permanent subscribers. The newspaper has opened its full branch offices in Ozurgeti and Lanchkhuti (Western Georgia), thus becoming a regional media. The branch offices manage the work of both journalists and advertising agents. Two smaller advertising offices have also been established in Tbilisi and Kutaisi.

Georgian Association of Book Publishers

\$44,362

Tbilisi, Georgia **10/1/2001 - 6/20/2003**

The collapse of the centrally planned economy brought disarray to the Georgian publishing sector. Local publishers faced numerous challenges, including weak demand for their product. To address this challenge, the Publishers and Book Sellers Association organized book fairs, which have acted as a major marketing tool. The grant provided support for their fourth book fair. This fair registered a twofold increase in the number of publishing house participants and more than a threefold increase in the number of visitors over their previous fair. The project also tackled the black market by developing a Business Ethics Code for the sector that was signed by the majority of publishing houses. Through the project, the publishers strengthened cooperation with libraries by coming to a consensus on the number of obligatory copies that need to be presented to local libraries. Another result of the project was the translation, publication and distribution of the manual for managers of publishing houses: Know How for Publishers. The author of the book, a German expert, held a roundtable on the use of the manual for the publishers. The major outcome of the project is the growing interest of Georgian consumers in the products of local publishing houses. The rising demand reflected in growing revenues from book sales has allowed the Association to organize two more marketing events: the Day of the Book and a fifth book fair. These events were funded with contributions from local publishing companies and big businesses from other sectors.

Global Resource Information Database (GRID) - Tbilisi

\$18,334

Tbilisi, Georgia **3/1/2002 - 12/31/2003**

Governmental management of the environment is one of the most intricate and non-transparent sectors of Georgian public administration. The system is flawed due to the unclear division of licensing power among various governmental agencies, complex and confusing procedures for receiving licenses and permits, and limited public access to information on regulations governing the field. The project sought to address these problems by creating a database containing regulations governing water and air resources, descriptions of relevant licenses and permits, lists of licensed organizations and persons, and information on organizations working on environmental issues. The database was posted on the GRID-Tbilisi website (www.gridtb.org). The grant also included a series of meetings and workshops

with the representatives of the national and regional branches of the Ministry of Environment on the use of information systems to ensure better management of the environment. As a result of these meetings, GRID-Tbilisi developed recommendations to address environmental management problems. These were also posted on the Internet. The Ministry of Environment currently lacks technical resources to administer the newly created database on its own, so for a certain period of time it will be maintained by GRID-Tbilisi. If successfully exploited, the database will increase the efficiency and transparency of the government's management of the environment.

International Center for Civic Culture

\$26,138

Tbilisi, Georgia

7/15/2000 - 10/15/2001

Transparency of governmental activities is one of the most problematic issues in Georgia. The lack of access to information at different levels of government causes miscommunication between the public and the authorities; a low level of civic participation in the decision-making process; and an increased level of corruption. The project sought to facilitate citizens' access to information about local government activities through the establishment of a local government information consulting center in Mtskheta. The project also aimed to provide residents of the Mtskheta district with the opportunity to receive free information on local authorities' activities, such as relevant legislative acts, budget updates, local executive body's decrees, procedures for receiving different documents, and general information on the Mtskheta-Tianeti region. For these purposes, the center collected information and created an electronic database. Additionally, two sociological studies were conducted and three focus groups were held aimed at identifying scope of corruption in the district, quality of service provided by the local government to the citizens, as well as information on local authorities' activities available to the citizens. Finally, outcomes of the project were presented. In sum, the center served 326 citizens during the project. Based on the feedback received from the local society the local council of the Mtskheta district adopted the decree "On a Number of Anticorruption Activities in the Mtskheta District". As a result of the decree local authorities' activities became more transparent and level of corruption decreased accordingly. The project was used as a model for the Foundation's Local Government Information Centers Initiatives.

Internews Georgia

\$33,373

Tbilisi, Georgia

10/1/2000 - 10/31/2002

In Georgia's regions there is a general lack of accurate, easily accessible information. Independent media regional media has started to provide information that is region specific; however their development is hindered by a lack of technical training and financial sustainability. To address this problem, the project provided support to independent broadcast media through the development and publication of nine instructional and methodological texts on such topics as management, the foundations of television and radio journalism and journalistic ethics. The educational materials were distributed free of charge among television and radio companies and independent journalists. The project was part of a comprehensive training program for media representatives conducted by the Internews Network with funding from USAID and the Open Society Georgia Foundation. It also provided additional focused trainings for independent regional TV companies - winners of the Foundation's FY01 independent regional media initiative. In total, 268 employees of 22 independent TV and radio companies participated in the training program. The existence of independent media played a significant role in mobilizing the public to address local problems and become involved in decision making, especially during the local and national elections. All the project's planned activities were successfully implemented and the set goals were achieved.

Radio Station Ereti

\$28,201

Lagodekhi, Georgia

11/1/2001 - 10/31/2003

The Kakheti region of Georgia suffers from a general lack of free and independent media. The project enabled the independent radio station to provide access to impartial and regular information across a majority of the region and contribute to the process of increasing of the civic awareness of the population of Lagodekhi through regular production and broadcast of the daily news in Georgian and

Russian (18 editions a day) and two weekly programs: the Barrier talk show and Your Rights. The project also allowed the station's inclusion into the Georgian Radio Network (GRN) and exchange of programs and news with other GRN members. The project increased the technical capacity of the radio, contributed to the strengthening of its financial and editorial independence, developed the skills of journalists and generally ensured timely and quality programming.

The project successfully implemented all planned activities and achieved the goals set. The station became an active participant in all local civic activities, and developed a partnership with other independent media outlets of Kakheti and local NGOs. It has become a full member of GRN, a member of the Union of Lagodekhi NGOs LAOKI and has begun to regularly retransmit RL/RFE programs.

International Society for Fair Elections

\$30,138

Tbilisi, Georgia

9/27/2001 - 3/25/2003

Transparent elections with broad voter participation are a basic requirement for creating and maintaining democratic institutions. However, fair elections in the South Caucasus are hindered by a number of problems, one of which is low voter participation on the part of minority groups. Through this project, the partners sought to raise the level of voter knowledge about elections and election monitoring among minority communities. The Georgian partner produced Georgian-language brochures covering Azerbaijani election legislation for the Georgian minority population of Azerbaijan. The Armenian and Azerbaijani partners published similar brochures on the Georgian election legislation in Armenian and Azeri languages for the minority communities of Georgia. The Georgian partner also conducted 4 seminars for voters in the regions of Azerbaijan with significant Georgian populations. The seminars covered the rights and responsibilities of voters and the importance of election monitoring. Following these seminars, each partner organized a training for 30 volunteers on how to become election observers. In Georgia those observers monitored the 2003 parliamentary and 2004 presidential elections. Additionally, the partners conducted a comparative analysis of election legislation in the three countries and developed a set of recommendations, which were presented to legislative bodies in the three countries. A number of the recommendations were considered by the inter-party commission of the Parliament of Georgia and were reflected in the revised Election Code. The project increased public awareness about election laws in minority-populated regions of the South Caucasus and helped establish a corps of volunteer election monitors.

Liberty Institute

\$34,253

Tbilisi, Georgia

6/3/2002 - 5/3/2003

Telecommunications is one of the most dynamic and rapidly developing sectors in the economies of the South Caucasus. Policy and regulatory decisions currently being taken will determine the prospects for telecom development for years to come. These decisions cannot be left to state agencies alone as they do not always have the professional expertise necessary to develop appropriate legislation or facilitate a broad stakeholder process. Through this project, the Liberty Institute and its partners in Armenia and Azerbaijan sought to improve telecom policymaking. The partners conducted research and analysis of the legislation and market conditions affecting the telecom sector in each country. The initial legislative analysis revealed a number of constraints hampering telecommunications development. These constraints include legislation incompatible with the recommendations of the Council of Europe, the World Bank and International Telecommunications Union; the absence of independent regulatory bodies, and the absence of short-, middle- or long-term strategic development plans. Following the research phase of the project, the partners hosted two regional meetings with the active participation of stakeholders and international telecommunications expert Dr. Suilin Ling. Meeting participants prepared concept papers for telecommunications development in each country and regionally, and each concept paper contains a section of recommendations for their respective governments. The project produced an active region-wide dialogue between stakeholders in the field of telecommunications that will facilitate better policy decision making. Additionally, the Georgian partner elaborated a Draft Law on Broadcasting and Telecommunications that was reviewed by the

Council of Europe, received a strong assessment, and has been presented to the Georgian parliament for consideration.

Association for the Protection of Landowners' Rights

\$34,432

Tbilisi, Georgia

5/22/2002 - 5/31/2003

Proper land use planning and management is widely recognized as a precondition for economic growth. Since the early 1990s, Armenia, Azerbaijan and Georgia have been engaged in creating effective land management policies. While each country has made certain progress in developing an appropriate land and property system, there are gaps and inconsistencies with the national legislation. Despite the fact that the countries of the South Caucasus face similar problems and could benefit from sharing their experience, there is little collaboration between the three countries in the field of land policy. The Association for the Protection of Landowners Rights and their partners in Armenia and Azerbaijan sought to stimulate a regional dialogue on land policy in order to improve land-related legislation and to help develop national and regional agendas for this sphere. In the initial stage of the project, each partner conducted a country assessment and then collaborated on a comparative analysis of land use and land policy in each of the South Caucasus countries. The assessments were distributed to members of public organizations, businesses and policy makers for comment. In addition, 10 experts were selected to prepare papers on land policy which were presented at a 3-day regional conference in Tbilisi in February 2003. The conference was very successful, involving participants from government, business, non-governmental organizations, and a number of international experts. Participants divided into working groups and produced a draft Land Policy Action Plan. All conference materials are available on the website www.aplr.org/conference and on a compact disk published by the partners in English and in Russian.

Kazakhstan

Academy of Economics and Finance

\$17,874

Almaty, Kazakhstan

12/20/2002 - 10/19/2003

This project was one of several undertaken to address the lack of well trained, non-Marxist economists in Kazakhstan. The five-to-ten-year goal is to develop a critical mass of economists, who could then obviate the need for studying abroad, and contribute to improved government decision-making. The immediate goal of this project was to prepare students for the master's of economics program at the New Economic School in Moscow, with successful applicants receiving scholarships under a separate grant. The grantee created and taught preparatory courses focusing on the major weaknesses of Kazakhstani students: English and math. Of 33 students, two passed the New Economic School exams, and now attend courses there on Eurasia scholarships. Moreover, three were admitted to the master's of economics at Charles University in Prague and one student was admitted to Central European University in Budapest. This grant underlined the low level of preparation of economics students in Kazakhstan.

Business Development Foundation Kostanay

\$28,744

Kostanai, Kazakhstan

4/19/2002 - 4/18/2003

Kostanai is one of the centers of small and medium sized enterprise (SME) development in Kazakhstan, in part as a result of its role as a supplier of high quality agricultural commodities. In 2001, 29,000 individuals (33% of the population) participated in the SME sector. In order to address a growing need for professional consulting services for the sector, the grantee established a consulting service center for entrepreneurs and farmers. During the project, the center provided 750 consultations and 167 trainings. As a result of the project, 46 jobs were created, and a number of enterprises received financing from commercial banks. Although the center encountered financing difficulties following the grant, it succeeded in raising local support in 2003 and won an award as "the best public entrepreneurs' organization in Kostanai oblast, 2003."

Kazakhstan Political Science Association

\$20,145

Almaty, Kazakhstan

3/13/2002 - 7/13/2003

In a survey of political scientists, 44% of the respondents indicated that the increased role of policy research will be the main factor in the development of political science in Kazakhstan. In order to promote the involvement of political scientists in public discussion and policy development, the grantee created a national database of political science experts. Unfortunately, as a result of limited demand for the database, the intended impact of this project was not realized. An evaluation of the project yielded several recommendations for enhancing the impact of the database, and the grantee is currently reviewing the possibility of redesigning the database and renewing efforts to promote it.

Public Association Miracle Center for Social Adaptation of Orphans and Youth

\$2,607

Taraz, Kazakhstan

6/1/2003 - 12/1/2003

Throughout the 1990's, Kazakhstani orphans upon reaching the age of maturity were released from orphanages without official forms of identification or any provisions for housing, which severely handicapped their efforts to find work. To help these orphanage "graduates" receive official documents, the grantee created a database of 400 young adult orphans and studied the problems they encounter when trying to register for and receive official identification. The grantee assisted 25 such orphans to find work and seven to obtain residence registration; additionally, 25 renewed expired identification and licenses thanks to written requests formally submitted by the grantee. The grantee also helped 14 orphans to find housing and 14 orphans who served prison sentences to re-acclimate

socially, as well as successfully petitioned for free health care for eight others. The grantee's work helped draw the attention of the regional akimat to the plight of orphans released from orphanages, which had a significant positive impact on the project's effectiveness. Over the course of the project the grantee expanded its sphere of activity from the city to the rural villages, thereby attaining regional status.

Public Foundation Center for National Economic Development

\$13,168

Almaty, Kazakhstan

12/20/2002 - 8/22/2003

In order to create favorable conditions to hold discussions, to develop and to introduce an economic policy in the Republic of Kazakhstan, there is a need for development of independent analytical centers - Think Tanks. Demand of economic analysis sharply increases during economic growth of a country. Eurasia Foundation provided the grantee with resources it lacked to create a web-site with a weekly news line, monthly magazine "Kazakhstan Economic Newsletter," quarterly magazine "Economic Trends in Kazakhstan," and a library with scientific and research articles and useful links. Marketing research of demand for information showed that there is a high demand for general economic information (51.9%), articles on taxation and tax issues (30.8%) among other types of the information on the web-site. During the project period of six months the web-site had 4,000 visitors: 89.7% were from Kazakhstan, 3.5% were from the USA, 2.3% were from Hong Kong. During the project period, a local commercial company working with securities decided to finance the monthly magazine.

Public Foundation National Consumers' League of Kazakhstan

\$5,926

Almaty, Kazakhstan

7/25/2003 - 8/25/2003

National Consumer's League of Kazakhstan is ARO's grantee helping promotion of civil rights in Kazakhstan. National Consumer's League is one of the few organizations in Kazakhstan that provides real support to consumers and civil society. ARO chose National Consumer's League as a candidate to receive institutional support. The grant was given for SWOT analysis of organization. Consulting Company BBC consulting group conducted evaluation. It is proposed that this evaluation will help define opportunities for further work and will improve their attempts to acquire financial sustainability. At present time ARO considers opportunity of institutional support to Press Club.

Kyrgyzstan

Association of Kyrgyz Republic's Cities

\$5,060

Bishkek city, Kyrgyzstan 7/12/2002 - 6/16/2003

One of the main problems of self-government efforts in the Kyrgyz Republic is the absence of a source of information on related legislation and the implementation of municipal programs. To address this problem, the grantee created a web site, www.citykr.kg, which contains information on regulations, on new forms and methods of local self-government, and on socio-economic development of Kyrgyz cities. The site also contains a forum that allows self-government entities and public officials to discuss current problems and exchange experiences. Although the grantee did not incorporate a means of quantifying usage into the web site, local government officials and representatives of local self-government initiatives report the web site an effective method for exchanging information and obtaining advice.

Association of Organizations Supporting the Development of Crafts in Central Asia

\$30,994

Bishkek city, Kyrgyz Republic 9/27/2001 - 4/22/2003

One of the primary problems facing artisans in Central Asia is the absence of a coordinated marketing policy, along with low quality product design, which does not meet international requirements. In order to address these problems, the grantee conducted marketing research for the artisan sector in the five countries of Central Asia. The grantee also developed a training program on international quality standards, product design, and the creation of electronic catalogues. The training program was conducted for 36 artisans in the region. The grantee also created a database of artisans, as well as an interactive link for artisans throughout the region, developed with the assistance of Maryland-based PEOPLink. The project resulted in the creation of a network of artisans in Central Asia and the introduction of Central Asian crafts on international wholesale markets. Sales for members of the Central Asia Craft Support Association for 2002 and the first 6 months of 2003 totaled more than \$135,000.

Bishkek Academy of Finance and Economics

\$26,832

Bishkek, Kyrgyz Republic 7/9/2002 - 7/8/2003

A reorganization of government agencies led to job cuts for 30% of Kyrgyzstan's civil servants, which deepened an already severe unemployment problem in Naryn oblast. To address this problem, the grantee conducted business and management training for 160 unemployed persons, 70 of whom received micro loans to open businesses following the training. The grantee established relations with the regional Department of Labor and concluded an agreement to provide training for officially registered unemployed persons in the region. The grant provided training for three training consultants, who established a consulting center, "Aidos," in Naryn, including a course on writing business plans in Russian and Kyrgyz. As a result of this grant, the consulting center organized paid trainings for 32 entrepreneurs. This grant also represents a model for the establishment of public-private cooperation in the development of employment services.

Chui Oblast Public Union of Consumer Rights' Protection "Kylystar tobu"

\$514

Bishkek, Kyrgyzstan 6/18/2003 - 6/17/2004

The local communities in the Kyrgyz cities of Kant and Tokmok suffer from an under-developed awareness of basic consumer rights, particularly with relation to the local housing situation. The grantee sought to provide professional assistance in examining the physical state of local housing, and the quality of housing services offered by real-estate companies. The grantee also sought to provide

legal assistance and to run an awareness campaign on the protection of consumer rights. However, several key employees of the grantee left to work for another organization, and, as a result, the Eurasia Foundation was forced to terminate the grant. In the future, EF program and grants management staff will be more aware of how internal issues within the grantee organization, especially between the founders and the management, could impact the project implementation.

Independent TV Echo Manasa

\$23,301

Jalal-Abad, Kyrgyzstan 12/12/2001 - 2/28/2003

The jigsaw borders of the Ferghana Valley have a negative impact on the economic and daily lives of its residents, and could prove a source of conflict. To help mitigate this, three independent television stations, from Kyrgyzstan, Uzbekistan and Tajikistan jointly created and broadcast a television show focusing on the valley's problems -- such as restrictive trade and border-crossing regimes and water-use disputes -- to raise understanding and create popular support for reform. In all, the partners produced 30 half-hour episodes of "Voices of the Ferghana Valley," nine half-hour episodes of an accompanying analytical show, and 40 news briefs and public service announcements. The shows aired at prime time twice a week in all three countries. The grantees also held three roundtables, one in each country, with community and government representatives, on topics specific to the valley. A ratings agency showed that the trilateral programming is widely watched and has strengthened the stations' commercial viability. An independent evaluation showed that the Uzbek station, Mulokot, from the start assumed a leadership position and helped develop the other two partners (a relationship that is also seen in other partnership projects, and which should be considered a valuable aspect of this type of project). The stations gained valuable experience in joint production. It also showed that programs on small-business development had more immediate impact than ones related to conflict mitigation. An unintended outcome was that, by raising the stations' profile, this project helped Echo Manas, the Kyrgyz station, sign a memorandum of understanding to rebroadcast BBC shows. Following the grant, the stations continued producing and broadcasting "Voices." The stations have applied to the Foundation to expand the show's reach by adding three additional stations, one from each country.

Intersoft

\$31,654

Bishkek, Kyrgyz Republic 4/30/2002 - 11/27/2003

One of the problems of a social welfare system with mandatory state medical insurance is the difficulty of finding a practical way to establish transparent records of medical welfare payments made to individuals for care in hospitals and clinics. To address this problem, the grantee instituted a new computer-based system SSI (Smart Social Insurance) that records and contains all data related to the provision of medical care. SSI allows for the systematic collection and analysis of data from hospitals and clinics relevant to medical insurance, as well as from the services rendered to patients in those health care institutions. Pilot organizations, including a pharmacy, two ambulatory clinics, and 1,000 insurance policy holders participated in the project, a trial of this new system. The individuals selected, all with chronic illnesses or retirees, were given insurance cards with an inlaid microchip. The personal identification numbers (PIN) issued to participants matched their ID numbers used in Kyrgyz Republic welfare system, which allowed full integration of the two systems. The project also resulted in the establishment of a processing center to serve the pilot organizations and gather statistical records for data analysis and decision-making in the mandatory medical insurance system. One of the results of the project was the founding of the NGO "Intersection Database", which will continue the project activity in the future. The trial of SSI was a success, and the project could become the basis for the establishment of SSI on the national level.

Jalal-Abad Regional Library**\$5,726****Jalal-Abad, Kyrgyzstan** 7/8/2002 - 7/8/2003

The regions of the Kyrgyz Republic continue to suffer a deficiency of legal information and a lack of access to electronic library resources. To address this problem, the grantee created a legal information center in the Jalal-Abad oblast, providing its inhabitants with both published and electronic legal materials. The grantee also conducted training for librarians on the use of computer equipment and the provision of legal research assistance. The project helped establish contact and information exchange with other regional libraries, and it provided a platform for educational and research-related events. As a result of this project the grantee joined the country-wide law library information network, which will improve the quality of legal research and legal awareness in the region.

Kyrgyz Association of Tourist Operators**\$20,669****Bishkek, Kyrgyzstan** 4/29/2002 - 5/28/2003

One of the problems facing the tourism industry in Kyrgyzstan is the multiplicity of legal and administrative barriers hindering its development. To address this issue the grantee held four round tables on improving current legislation affecting the tourism industry, which were attended by representatives of the higher chamber of parliament, tour operators, tourism-oriented and ecological NGOs, as well as representatives of institutes of higher education that train tourism specialists. The round tables resulted in the initiation of two pieces of legislation to amend current Kyrgyzstani law. The first bill includes 19 amendments in eight articles of the law "On External Migration" that serve to simplify the visa procedure for visiting foreign nationals. The bill was reviewed and approved by the lower chamber of parliament and sent to the higher chamber for ratification. The grant project also produced a bill on the amendment of the Kyrgyzstani law "On Tourism". As a means of promoting the tourism industry in Kyrgyzstan the grantee also launched a tourism-themed web portal, <http://www.kat.kg>, which has logged over 1,800 visitors. These project activities promote the advancement of Kyrgyzstan as a destination for foreign tourists.

Naryn Oblast Informational and Branch Library Named after Sagynbai Orozbek**\$5,601****Naryn, Kyrgyzstan** 7/8/2002 - 9/30/2003

The regions of the Kyrgyz Republic continue to suffer a deficiency of legal information and a lack of access to electronic library resources. To address this problem, the grantee created a legal information center in the Naryn oblast, providing its inhabitants with both published and electronic legal materials. The grantee also conducted training for librarians on the use of computer equipment and the provision of legal research assistance. The project helped establish contact and information exchange with other regional libraries, and it provided a platform for educational and research-related events. As a result of this project the grantee joined the country-wide law library information network, which will improve the quality of legal research and legal awareness in the region.

National Library of Kyrgyz Republic**\$34,904****Bishkek, Kyrgyzstan** 4/29/2002 - 8/31/2003

Because of poor contact with other libraries, librarians in the Kyrgyz Republic have difficulty searching for resources outside of their own regions due to a lack of contact with other libraries. To address this problem, the grantee created a web site, <http://nlkr.org.kg>, which provides access to electronic catalogues of national library resources, and conducted training for its own librarians and staff from regional libraries. As a result of this project, the grantee provided 73 librarians with training, recorded 24,957 visits to the web site, and participated for the first time in an international inter-library organization. The grantee has therefore created the basis for connecting libraries to international library databases, for launching a system of interlibrary loans, and for setting up other electronic library services.

Placement and Career Center**\$10,244****Bishkek city, Kyrgyzstan 7/12/2002 - 8/31/2003**

The absence of job placement services is a problem for the majority of universities in Kyrgyzstan. To address this problem, the grantee conducted research on the labor market and developed job placement methodology for universities. The grantee helped establish a relationship between 19 universities and local employers to create internships and entry level jobs for graduates, and this activity led to 198 internships. A subsequent job fair resulted in 47 jobs. In addition, the grantee created a database of graduates from 19 universities in 20 economic and business specializations, and this database attracted 1784 student entries. The grantee also created a web site, <http://ccareer.iuk.kg>, which contains the database and is free for students, universities and employers. To promote these efforts, the grantee held a roundtable discussion with participation from the Ministry of Education, universities and 20 businesses. This roundtable discussion initiated the creation of career centers at seven other universities with the support of the Ministry of Education. This project enabled not only the development of the grantee itself but in addition, the activities created the basis for the development of the Institute of Dual Education in Kyrgyzstan.

Scientific Library of the Issyk-Kul State University named after Tynystanov**\$5,589****Karakol, Kyrgyzstan 7/8/2002 - 7/25/2003**

The regions of the Kyrgyz Republic continue to suffer a deficiency of legal information and a lack of access to electronic library resources. To address this problem, the grantee created a legal information center in the Issyk-Kul oblast, providing its inhabitants with both published and electronic legal materials. The grantee also conducted training for librarians on the use of computer equipment and the provision of legal research assistance. The project helped establish contact and information exchange with other regional libraries, and it provided a platform for educational and research-related events. As a result of this project the grantee joined the country-wide law library information network, which will improve the quality of legal research and legal awareness in the region.

Ukraine

Association of Financiers of Ukraine

\$13,492

Kyiv, Ukraine

10/1/2002 - 10/20/2003

With the adoption of new Budget Code of Ukraine, it became vital to develop and implement new approaches and tactics for local governmental financial policy and fiscal management. The new approaches needed to integrate the best international practices while at the same time following the Ukrainian legislative environment and national situation. To empower local governments with mechanisms of effective and flexible fiscal management, the grantee developed a training course based on materials prepared by the UN Habitat Center, adapted to local conditions and enhanced with Ukrainian case studies. The project team developed and published a manual, "Capital Investment Planning in Local Public Administration Bodies," and conducted a follow-up training seminar for representatives of the fiscal departments of local governments and financial educational establishments. The project helped local governments and their financial departments create conditions for training employees in the effective implementation of new methodologies for local budgeting, responding to budget decentralization, and improving the system of intergovernmental relations, thereby establishing a reliable basis of local self-government.

Center for Land Reform Policy in Ukraine

\$7,533

Kyiv, Ukraine

8/1/2002 - 7/31/2003

In 2001, Ukraine adopted a new Land Code that provides for more efficient regulation of land-related issues. However, this reform-driven move was not complemented with a strong public awareness campaign, particularly among farmers. This lack of awareness left farmers largely ignorant of their rights, benefits, and responsibilities. To meet this demand, the grantee developed, published, and distributed a mini-manual, informative calendar and a monthly newsletter on the most crucial issues of the new land legislation. All the materials were developed in close cooperation with the State Committee on Land Resources and therefore received official support. The grantee also provided wide coverage of activities on its website. Because laws are frequently adopted without a public information campaign, this program increased the awareness of land users' and owners' rights and obligations, thereby promoting more effective implementation of land reform. This project also represents a model for effective cooperation between a government agency and an NGO. A follow-up grant to support the grantee in its efforts to increase public awareness on the crucial issues of the new Land Code would also allow the development of innovative models and leverage additional resources from state agencies.

Charitable Foundation 'Renaissanced Steppe'

\$6,327

Ascania-Nova, Ukraine

1/1/2003 - 6/15/2003

Rural sustainable tourism is recognized by the United Nations as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas generally suffer high levels of poverty and depopulation, as can be seen in Ukraine. This grantee, located in a sparsely populated rural area but surrounded by important eco-systems and pre-historic cultural monuments, planned to implement a small program to raise local interest in the development of eco-tourism as a viable economic alternative or supplemental source of income. To raise public and entrepreneurial awareness, the grantee created a database of available rural tourism establishments, organized training seminars for entrepreneurs interested in rural tourism development in the region, and created a tourism catalogue and information video.

The two training seminars attracted approximately forty participants, and by the completion of the grant period about ten percent had begun to develop rural tourism enterprises. The grantee also reported an increase in the number of visitors to the Askanya Nova ecological preserve. The program strengthened the understanding of rural tourism among local population, provided the incentive for new entrepreneurial activity, and increased the number of tourists to this ecologically rich target region.

Charitable SALUS Foundation

\$3,195

Lviv, Ukraine

10/21/2002 - 11/30/2003

Spread of HIV/AIDS is nearing epidemic level in Ukraine. President of Ukraine declared 2002 the year to combat AIDS in the country. This grant was awarded to support efforts to prevent the spread of HIV/AIDS. The project established a telephone hot line and produced a series of informational materials. These activities helped to increase public awareness of HIV/AIDS - related issues. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targeted development of effective local civic and philanthropic organizations.

Civil Society Institute

\$20,322

Kyiv, Ukraine

8/1/2002 - 10/5/2003

This grant was awarded to support methodologies to protect civil liberties and limit the arbitrary exercise of government power. Public knowledge of their rights and those of the government is limited and it is the knowledge of what the government can and cannot do that is the foundation of a system that affords the public the ability to protect its rights. The project produced a series of brochures that explain the function and procedures of the Ministry of Justice, Office of Prosecutor General, Supreme Court and Commission on Human Rights. Printed materials were made available to the public through existing networks of legal clinics, local offices of Committee of Voters of Ukraine, NGO resource centers and other civic organizations. Text versions of the brochures are also available at the organization's Web-site. Project activities contributed to increased citizen awareness and participation in political decision-making.

Farmers' Association Prydunavia

\$5,047

Izmail, Ukraine

10/1/2002 - 9/30/2003

Rural sustainable tourism is recognized by the United Nations as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas generally suffer high levels of poverty and depopulation, a situation which is especially relevant in Ukraine.

The project implemented a broad public information campaign on current development prospects for rural tourism in the region, developed and published four manuals, and conducted educational seminars and round tables for green tourism operators. In addition, in order to increase the quality of the rural tourism product, the grantee developed and launched an internal standard control system.

The grantee developed and organized two tourist routes in the Odessa region and published a variety of information bulletins regarding eco-tourism. In order to leverage its program and further promote the tourist potential of the region the grantee united its efforts with representatives of local authorities and business and organized a festival: "Bessarabskya Milina".

The grantee ensured wide coverage of project results both in local and national mass media. The project increased local citizen awareness regarding eco-tourism and its small business growth potential and developed a model of local government and business cooperation that can be replicated by other groups.

Foundation for Agrarian Entrepreneurship and Cooperation

\$12,697

Ivano-Frankivsk, Ukraine 10/1/2002 - 10/31/2003

Ukraine's numerous laws and regulations related to private enterprise and taxation often contradict each other and thus impede overall private enterprise growth. The project produced recommendations and draft regulations to reduce regulatory barriers affecting the establishment and operation of farming cooperatives. In addition, the program included a series of public hearings and round tables on agricultural cooperative development and the proposed regulations. Agriculture is a key industry in Ukraine and its healthy growth is an important component of overall economic development. The project activities created a more favorable regulatory environment for private agribusiness. The grantee remains a linchpin organization in agricultural cooperative development in Ukraine and a prospective regional partner for the Eurasia Foundation.

Institute for Reforms

\$25,770

Kyiv, Ukraine 10/1/2002 - 7/31/2003

Analysis of the investment climate in Ukraine has confirmed that investment attractiveness depends heavily upon the efforts of regional authorities and local public administration bodies. At the same time, investors' opinion surveys reveal a lack of information on investment opportunities at the regional level.

The grantee's strategy was to optimize these two factors by empowering regional authorities, local governments and regional chambers of commerce with the analytical and methodological tools necessary to improve the availability of information for investors.

Based on the analytical work, a series of 23 regional project presentations was conducted. The proposals were reviewed and 13 pilot regions were selected. In each pilot region training seminars were organized for the heads of regional departments of economy, representatives of local authorities and deputies of local councils. Also, a directory for investors and a manual on investment basics for officials were developed and published. The project organizers monitored the activities of local authorities regarding regional investment policy and published the findings in a brochure entitled "Investment Policy at the Regional Level" and in a semi-annual "Investment Ratings of the Ukrainian Regions" booklet. The grantee created a demonstration version of a web-portal "Invest in Ukraine" with fields for information on regional profiles, special economic zones, general statistics and a regional industry overview. Information on the investment attractiveness of Ukrainian regions was widely distributed to potential national and international investors, trade and commerce departments of Ukrainian embassies abroad, foreign embassies in Ukraine and international companies and organizations.

An important element of the project was the promotion of extensive networking between representatives of regional authorities working to attract investments and NGOs active in regional development.

Institute of Mass Information

\$21,900

Kyiv, Ukraine 8/1/2002 - 7/31/2003

A key problem associated with ensuring freedom of speech is establishing media independence and enabling journalists to perform their professional responsibilities without political or third-party control, intimidation, or pressure. The grantee proposed an approach to confront this issue through the establishment of a media legal defense system. During the course of the project, journalists were provided with free legal advice and information, advocacy assistance, legislative analysis, and pre-publication review. Monitoring was performed of violations against media and journalists' rights. Journalists took part in 14 regional trips to investigate cases of violations against journalists' rights. Project materials were widely disseminated through the organization's website, its newsletter entitled "Free Microphone," and through its e-mail distribution list. In order to effectively support regional media, six regional representative offices were established. The efforts of the grantee directly resulted

National Technical University "Kharkiv Polytechnic Institute"

\$11,902

Kharkiv, Ukraine

9/1/2002 - 8/31/2003

Creation of a system of continuing professional education for municipal civil servants is an integral component of the administrative reform that is currently underway in Ukraine. One of the key problems is the lack of interest among many department and municipal services delivery structures managers in undertaking competitive selection and performance evaluation of their staff based on an assessment of professional qualifications and quality of work. Instead, the majority of managers prefer to hire those whom they either know, or were recommended to them, and in whose loyalty they are confident. On the other hand, there are no developed methodologies or systematic approaches, that allow development of an effective impartial assessment process of employees' performance.

Under this grant, 14 methodologies and 30 psychological tests were selected aimed at assessing organization, communication and management capacities as well as personal qualities of local government employees. A computer program for compiling test results was created. In close cooperation with the management of the Kharkiv city administration, testing of a pilot group of managers and employees of the Main Directorate for Housing and Communal Economy was completed. The test results were assessed and provided to the management of the Kharkiv city administration together with recommendations and suggested courses for continuing training of municipal officials. The overall results of the program were presented during a conference and round table discussion, and published in the journal "Theory and Practice of Social Systems Management".

The results achieved through this project were used to develop a program to improve the effectiveness of local self-government by sourcing the extensive intellectual potential of Kharkiv for trainers and future civil servants. Significantly, this program was a winner in a competition for projects dealing with local government development, organized under the patronage of the President of Ukraine. Additionally, the Kharkiv city administration has said that the program results will be used to improve the functioning of the Communal Economy Department, and committed to implement similar work in other departments of the city administration.

Odessa Charity Fund "The Way Home"

\$6,520

Odessa, Ukraine

8/1/2002 - 7/31/2003

Some large Ukrainian cities, especially Odessa, face serious problems reintegrating their large homeless populations back into society. A sense of community social action and involvement is important to the development of programs intended to aid the reintegration process. With the problem of homeless social re-integration in mind, the grantee developed and conducted a program aimed at more effective involvement of community representatives in local charitable activities. The grantee created a library for the homeless and conducted a public information campaign. The problem was broadly covered by local print, outdoor, and electronic media, which resulted in the attraction and allocation of additional resources to address homeless reintegration.

Increased resource allocation by local governments and attraction of charitable funds through more effective networking and social action awareness development is a key component of civil society development.

Princes Ostrozhsky Foundation

\$24,989

Rivne, Ukraine

10/1/2002 - 9/30/2003

The Ukrainian non-profit sector lacks well-established professional training and consulting organizations outside Kiev. This grant was awarded to better address social problems by involving NGOs in joint community charitable activities. The grantee conducted a series of training sessions on local fundraising, established a program to exchange experiences among NGOs and facilitated local charitable events. Project activities enhanced local NGO sustainability and encouraged more productive partnerships between business and the non-profit sector to implement local social programs within communities. The project was part of a two-year community development program co-funded

by The U.S. Embassy and The C.S. Mott Foundation. Grantee remains a key regional organization in the sphere of local community initiatives support.

Public Organization, "Information and Press Center"

\$12,301

Simferopol, Ukraine

6/1/2003 - 9/30/2003

Impeded access to information, inappropriate media legislation, and political pressure is a key obstacle to objective reporting and investigative journalism in Ukraine. In addition, a shortage of relevant skills and poor understanding of the norms involved is also a significant impediment. The grantee sought to address this shortage through the enhancement of professional and ethical standards among journalists of non-governmental newspapers in the southern and eastern regions of Ukraine. Leveraging the success of the USAID-funded IREX ProMedia program, a four month "Journalism School" project designed by the grantee was organized around three months of intensive training in journalist ethics, techniques, and production. Feedback from school participants, their management, and trainers provided positive evidence that the training helped journalists raise their professional standards, systematize previous experience, and develop new skills. This positive experience gained at the journalism school is now being shared with colleagues at local newspapers. As a result, the project succeeded in establishing an effective networking and information exchange program among regional media representatives.

Rural Tourism Cluster "Oberig"

\$17,579

Hrytsyv, Ukraine

10/1/2002 - 4/30/2003

Rural sustainable tourism is recognized as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas suffer high levels of poverty and depopulation in Ukraine. To develop and expand the rural tourism sector, this project conducted a series of seminars and trainings and provided consultations for potential rural tourism operators. The grantee developed two tourist routes in the targeted region, published a variety of informational materials on rural tourism in the region and developed a web site. Taking into consideration the importance of sanitary and safety services, the grantee established cooperation with the local Sanitary Inspection and adopted mutually agreed standards for rural tourism. The grantee also united the efforts of representatives of local authorities and private business to produce a documentary about tourist attractiveness, participate in tourism-related exhibitions conducted in Ukraine, as well as organize the Festival "I love you, my Hrytsiv." The grantee promoted all of these activities in the local and national mass media. The grantee received an Award from the State Tourism Administration as "Best Regional Tourist Product for Internal Tourism - 2003." The grantee strengthened public awareness of rural tourism, increased the number of tourists visiting the targeted region, and improved the quality of services.

Society Kolo-Ra

\$4,869

Kyiv, Ukraine

10/1/2002 - 8/31/2003

The project created a database of available tourist products, developing and organizing a new tourist route within in Kyiv oblast. The project also developed a web-site, designed and published various information products regarding eco-tourism, conducted educational seminars and round tables and implemented a broad public information campaign on current development prospects of rural eco-tourism in the oblast. In order to leverage its program and further promote the tourist potential of the region the grantee united its efforts with representatives of local authorities and business and conducted a festival: "Rzyscthiv Wreath". The grantee ensured wide coverage of project results both in local and national mass media.

The project increased awareness of the local population regarding this form of tourism and developed a model of local government and business cooperation that can be replicated by other groups.

Ukrainian Red Cross Society, Dnipropetrovsk Oblast Organization

\$2,642

Dnipropetrovsk, Ukraine 10/21/2002 - 8/31/2003

The Government of Ukraine lacks funds to promote HIV-AIDS awareness and prevention. The grant was awarded with the aim of increasing HIV-AIDS awareness among secondary and high schools students. The project produced a series of lectures for school age children as well as training for local authorities and NGO leaders. These project activities helped to raise the level of social rehabilitation of the disabled in the region and strengthen public administration and NGO cooperation, an important component of civil society development. The project was part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations.

Ukrainian Red Cross Society, Lugansk Oblast Organization

\$1,741

Luhansk, Ukraine 6/1/2002 - 5/31/2003

The grant was awarded with the aim of increasing public awareness on HIV/AIDS problems. The project produced a training program for those infected by HIV/AIDS, members of their families as well as for the regional Red Cross office volunteers. In addition, information materials were published and disseminated to families of HIV/AIDS infected and the general public. The project activities helped to increase the level of social rehabilitation of the HIV-infected. The project was part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations.

Union to Promote Rural Green Tourism in Ukraine

\$23,429

Kyiv, Ukraine 9/23/2002 - 11/10/2003

Rural sustainable tourism is recognized by the United Nations as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas generally suffer high levels of poverty and depopulation, a situation, which is especially relevant in Ukraine. To support efforts to develop rural tourism sector, the project conducted a series of training seminars, round tables for existing and potential operators of the sector. In cooperation with the State Job Employment Center and Ministry of Agrarian Policy of Ukraine the grantee developed an educational program "Rural Tourism Accommodation Management." During the course of the project's implementation the grantee provided an input into Draft Law "On Private Household" and participated in its lobbying that fostered the adoption of the Law inserting "rural tourism" into legal environment of Ukraine. In addition, the State Tourism Administration involved the grantee into the process of designing the State Rural Tourism Development Program for the period of 2005-2015. In order to increase public awareness of rural tourism the grantee developed and published informational and presentation materials, provided wide coverage in national media, conducted the First National Rural Tourism Fair, attracting 4000 visitors and receiving an Award of the State Tourism Administration of Ukraine "Event of the Year in National Tourism." The project improved information methodology support of the rural tourism sector and strengthened public awareness of the rural tourism prospects.

Union To Promote Rural Green Tourism in Ukraine, Ivano-Frankivsk branch

\$2,998

Ivano-Frankivsk, Ukraine 9/1/2003 - 11/5/2003

Rural sustainable tourism is recognized as a key component for job creation, environmental protection, and revitalizing heritage awareness. Ukraine's rural communities suffer high levels of poverty, unemployment and depopulation. In its initial stage of development, rural tourism lacks information on international experience and best practices. In order to transfer best international practices to Ukraine, the grantee in cooperation with the National Tourism Administration and State Tourism Administration organized a seminar for rural tourism providers. During this seminar, experts of the World Tourism Organization explained rural tourism standards in Europe, quality inspection systems, branding and opportunities for an on-line reservation system for rural tourism providers. The project produced an analytical report covering key issues for rural tourism development in Ukraine at the present stage. The grantee also conducted a survey among the tourism agencies aimed at identifying

possibilities for cooperation with rural tourism providers and published materials on rural tourism activities in Carpathian region. The project received wide coverage both in national and local mass media. The project improved the professional skills of rural tourism providers and improved cooperation between them.

Women's Organization Beregynia

\$4,102

Makariv, Ukraine

10/1/2002 - 5/31/2003

Rural sustainable tourism is recognized by the United Nations as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas generally suffer high levels of poverty and depopulation, a situation which is especially relevant in Ukraine

To support efforts to develop and expand the rural tourism sector, the project conducted a series of seminars and trainings for potential operators, created a database of green rural tourist operators in the target region, and published an information booklet. Importantly, in order to leverage its program and further promote the tourist potential of the region, the grantee united its efforts with representatives of local authorities and job employment centers. The grantee ensured wide coverage of project results in the local and mass media.

As a result, the program strengthened the understanding of rural tourism among the local populations, provided incentive for new entrepreneurial activity, and partnered with local governments to help institutionalize the project.

Moldova

Public Organization JBM

\$16,946

Chisinau, Moldova

10/1/2002 - 9/30/2003

After the land privatization program in Moldova was completed, small farmers and villagers from Rusesti Noi and the surrounding region were forced to make a choice about the most effective use of their land plots. Due to a lack of information and consulting support, farmers were not informed in their decision-making and were unable to take full advantage of the transition to a market economy.

To address this lack of information, 8 seminars were organized to cover the issues of private business development in agriculture, 3 brochures and 6 informational bulletins on topics related to the program were published, and 2 study books on accounting in the agricultural sector and rotation of crops were published. Approximately 110 farmers participated in the seminars, and project experts provided recommendations to 299 local farmers.

As an example of the program's impact on improving the work effectiveness of the local farmers, some of the farmers participating in the seminars implemented a new system of ecological crop rotation, which should lead to increased crop productivity.

To address future sustainability of the organization, attention should now be given to securing funding from local sources and diminishing its reliance on the outside sources of financing.

International Association of Small and Medium Enterprise "Small Euro Business"

\$12,988

Balti, Moldova

10/1/2002 - 7/31/2003

Small and medium business development in the Republic of Moldova faces serious obstacles such as high taxes, massive bureaucratic pressure by official institutions, legal and marketing nihilism of start-up businessmen and limited access to capital. At the same time regional government small business support programs, as a rule, are mere declarations of support carrying little substance, and businessmen themselves are too disunited to effectively defend their interest by conducting joint campaigns and other activities. The activities under this project were aimed at the institutional development of the International Small and Medium Business Association to support its orientation towards business advocacy on behalf of regional small and medium businesses.

Under this grant, a small business development conference was organized and a database was created containing key information concerning approximately 1000 small and medium businesses in the northern region of Moldova. During the grant period, 119 small and medium enterprises became members of the Association. The Association also organized an international exhibition and trade fair in Balti, where 27 companies from Moldova, Ukraine, Romania and Russia participated. Survey results following the fair identified 99 commercial contacts entered into among the participants during the event and over 3,000 people attended.

Russia

Administration of City of Omsk

\$21,269

Omsk, Russia

6/20/2000 - 7/31/2003

Many Russian municipalities do not have mechanisms for involving people in their strategic planning process. The grant was awarded to help facilitate public participation in Omsk's strategic planning process. The grantee developed a public seminar, "Problems of cities and regions development," to discuss strategic planning, and also created a coordination board to facilitate further interaction and discussion. The grantee founded the Agency for Socio-Economic Development, which promotes projects and programs for city development. As a result of this project, the grantee is now implementing the Omsk strategic plan, which is the product of the joint efforts of more than 300 people. The grantee published 26 manuals and 6 brochures covering the grant results and disseminated them all over Russia.

Administration of Local Self-government of Vepssi District

\$34,503

Pselok Sheltozero, Russia

3/20/2001 - 8/31/2003

Small business development in Karelia is thwarted by the lack of small business services and readily available information for entrepreneurs. This grant was awarded in order to support small business in the Vepssi district of Karelia trainings and seminars for the unemployed, entrepreneurs and local government officials and by creating mechanisms of effective cooperation between residents, businessmen and local government. The grantee analyzed the needs of Vepssi district and incorporated these needs into business plans. The procedure had a positive effect on the population's attitude towards businessmen in the region and made the project more effective and attractive. As a result of the project, a center was opened to promote business and social activities within the municipal administration. The adoption of new regional legislation allows for further interactive development in the region.

Agro Nord As

\$25,854

Tromso, Norway

1/15/2003 - 5/31/2003

The grant aimed to enhance the sustainability and well being of the indigenous people in the Nenets Autonomous Okrug through improving food-processing methods of reindeer meat, the major food source in the North. The grantee helped the JSC Myasoprodukty, largest local meat producer, to install modern technological equipment, conduct basic training in technology and hygiene for production staff and organize a training trip to Norway for a chief technologist. This project increased the production capacity of the local producer and stimulated reindeer meat production in the region among the local population.

AKKOR - Training Center

\$34,392

Moscow, Russia

3/27/2002 - 7/31/2003

Lack of leasing mechanisms for farmers and other small agricultural producers thwart agribusiness development. The grant aimed to increase access to capital and leasing services for rural businesses in four pilot regions. The grantee trained 39 representatives of leasing companies during 4 agribusiness-service seminars. Farmers were given training in leasing procedures and taught how to manage legal leasing agreements between companies and farmers. The grantee provided 53 consultations to farmers, overseeing the preparation of 6 business plans. The grant helped 7 farmers to lease equipment in the total sum of 11,800,000 rubles. Thanks to this grant, a micro-leasing company for farmers has been created in Chuvashia

Alexeevskii Rural Credit Cooperative**\$9,670****Station Alexeevskaya, Russia 9/1/2001 - 8/31/2003**

Lack of financial support has slowed the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both broadening their services and improving their financial sustainability. The grantee conducted 4 seminars for credit cooperative members on accounting, taxation, and agribusiness issues and provided a wide range of consulting and technical services. This grant allowed the cooperative to significantly increase membership adding more than 500 new members, raise its capital while saving its members 8,300,000 rubles, and open a representative office. Such demonstrated institutional growth of the rural credit cooperative and the strengthening of its financial sustainability will significantly aid agricultural development in Volgograd Oblast.

Altai Center for Oriental Studies**\$21,226****Barnaul, Russia 4/25/2002 - 6/30/2003**

In May 2002, the Eurasia Foundation, the Open Society Institute, the International Institute for Strategic Studies (UK), and the Academic Educational Forum on International Relations jointly organized an international conference entitled "Western Siberia - Central Asia: regional identity, economy and security." The conference welcomed some 130 participants from Russia, Kazakhstan, Uzbekistan, Kyrgyzstan, Turkmenistan, Mongolia, Sweden, the UK and the US. Leading academics, regional and municipal politicians, policy practitioners, business people, journalists and representatives from non-governmental organizations discussed the prospects for intensive cross-border cooperation, Russia's policy toward Central Asia, regional security challenges and the security challenges of Russia's new border regions. The presentations and materials from the conference were published, distributed to regional libraries and made available on the Internet at www.iiss.org. The conference itself represents a significant step toward better understanding of arising challenges and prospects of globalization in Central Asia.

Analytical Center Alpariy SPB**\$16,000****St.Petersburg, Russia 2/11/2002 - 2/28/2003**

This grant was intended to support the introduction of new effective mechanisms in the Russian stock exchange by attracting investment in innovative small and medium sized companies. So as to help business make their Initial Public Offering (IPO), the grantee had agreed to prepare instruction manuals as well as provide training in investor relations, information disclosure, and other legal and managerial issues involved in public listings - all crucial to the success of an initial informational campaign. However, the grantee failed to complete the agreed upon activities due first to a switch in their key partner, the Saint Petersburg Currency Exchange, requiring the change to a simulated IPO rather than an actual IPO. Together with changes in the legislative and government requirements regarding IPO, the grantee was forced to cease activities under the grant, whose time plan and goals had become irrevocably altered from the original plan. Despite these interruptions, however, the grantee did manage to create the framework for educating companies in achieving an IPO, even if it could not be put into action during the life of this grant.

Archangelsk NGO Support Center "Garant"**\$34,444****Archangelsk, Russia 2/11/2002 - 5/31/2003**

Russia's third sector, the major provider of social services to citizens, is heavily dependant upon the policy of western foundations. This dependency does not encourage NGOs to seek local sources of funding, and thus doesn't help foster the development of local philanthropy among businesses-a key component of Russia's progress towards civil society. Joint support from the Eurasia Foundation and the Barents Secretariat enabled the grantee to create an innovative model of local charitable giving in Northwest Russia and contributed to the strengthening of the Arkhangelsk non-profit sector. The

grantee improved its fundraising capacity, strengthened its grant competition management skills, and developed a long-term strategy for the "Garant" Charity Council. The project team provided 71 local non-profit organizations with individual consultations on fundraising techniques and trained over 150 NGO leaders on project design and management.

Six new members joined the Charitable Council, all prominent representatives of local businesses. Garant raised \$122,800.00 from local sources, conducted 6 small grant competitions and supported 41 social projects and initiatives. The local government, impressed with Garant's results, publicly endorsed their new program "Social investment 2004-2006" and committed to invest \$300,000 in the program over the next three years.

Baikal State University of Economics & Law

\$32,688

Irkutsk, Russia

2/26/2002 - 5/31/2003

A lack of educational background and qualified consulting support has prevented small business managers from effectively following and changing internal business procedures. This grant assisted the development of small businesses by strengthening the financial management skills of executives and top-level managers. The grantee developed a financial management-training program and trained 136 managers, 110 of whom successfully passed their final exam. Thanks to financial management consultations provided by the grantee, entrepreneurs created 101 plans for the financial 'sanitation' of their own enterprises, 53 of which were chosen for implementation and monitoring. As a result of this project, 15 enterprises increased their sales volume, 16 received credit from banks, 28 widened their range of goods, 12 increased profits, and 1 received a lease on equipment. Moreover, 32 new workplaces were created.

Bratsk Chamber of Commerce and Industry

\$28,831

Bratsk, Russia

2/15/2002 - 7/31/2003

The development of small business is hindered by lack of access to professional business support and legal services. The grantee created a small and medium business support center, providing 465 entrepreneurs and managers with free seminars and advice on business and legal issues. The SME support center quickly became popular among local businesses for the quality of professional legal and business consulting services it provided. For the first time ever, local businesses started to solve their disputes by using services of a private arbitration court. The court reviewed forty-two suits, half of which resulted in agreements. The entrepreneurs appreciated the cheaper and quicker way of solving their legal problems.

Business Center, Benefit - Consult

\$34,019

Moscow, Russia

11/20/2002 - 10/31/2003

Difficulties faced by private enterprises when trying to lease real estate significantly hinders the development of the small business sector. The grant attempted to address this problem by reducing administrative barriers to leasing and simplifying existing procedures. The grantee analyzed legislation, identified main real estate problems faced by entrepreneurs, and developed a prototypical lease- management scheme for improving existing procedures in two pilot areas: the Zelenograd district of Moscow, and the city of Voronezh. The project's results were presented to federal and regional government organs, posted on the Internet and published in print media. The necessity of this grant is further proven by the demand of small businesses for recommendations on leasing property.

Comset Print, Ltd.

\$34,263

Smolensk, Russia

2/7/2002 - 10/30/2003

Participating in municipal tenders is an effective way for small enterprises to further develop their business. The goal of the project was to facilitate small businesses' access to municipal tenders. The grantee conducted an assessment of existing obstacles to business involvement in tenders, organized six workshops and round tables with participation of business people and municipal employees, and

developed documents and recommendations for applying to tenders. Working with the Smolensk Oblast administration, the project team announced information on all municipal tenders, including the list of winners, on the Web-site www.goszakaz.infosmolensk.ru. This grant helped the local administration make significant strides towards more transparent allocation of municipal funds.

Consulting Company, Management Technologies

\$23,077

Obninsk, Russia

4/20/2000 - 4/30/2002

The lack of informational resources for business managers negatively affects private enterprise development in Russia. The grant aimed to alleviate this problem by providing business managers with online information and analytical resources, consulting, business training, and strategy development. The grantee designed and launched an Internet site, www.emanager.openpower.ru, to provide analytical, marketing and business information as well as a special interactive program "E-manager", which allowed managers to discuss business ideas, plans, and management cases online. The grantee trained 45 people during 3 business seminars. Unfortunately, the grant was unsuccessful due to the sudden departure of the project director, and subsequent dissolve of the organization and the website.

Court Reporters Guild

\$33,776

Moscow, Russia

7/18/2001 - 1/31/2003

The lack of reliable, current information on court practice is a vital problem both for Russian legislative institutions and for the Russian public. To address the problem, the grantee created a web-portal of materials on current Russian court practice, including sections for news, court decisions, overviews, and press services, as well as links to legal resources in the Internet. Unfortunately, the grantee did not fully implement the project according to the grant agreement. The project was supposed to actively involve local courts, but convincing local arbitration courts to create their own web pages proved impossible. To broaden the portal audience, the grantee prolonged the grant period several times, but participation in the project still failed to reach intended levels.

Delovoi Olimp Volga Regional Center for Business Education

\$14,213

Saratov, Russia

8/1/2001 - 12/15/2002

Due to the low quality of management education in Russia, small businesses have difficulty finding qualified managers. The grant aimed to support private sector development in Saratov by introducing an innovative management training program for university students. The grantee developed a practical course for students, involving SME managers and university professors. 39 students were trained in the course, 26 of them passed, and 19 graduates were hired by participating SMEs. The grantee presented project results at a final conference for government representatives, businesses and students, and published a brochure about the project. After the grant ended, the grantee continued to offer this course for a \$100 fee and 47 students signed up, demonstrating this project's financial sustainability.

Public Organization of Migrants, Dukhovnoye Edinstvo Voronezh City

\$26,972

Voronezh, Russia

6/25/2002 - 10/31/2003

Lack of microfinance infrastructure in Russian regions prevents the growth of small private enterprises. The grant aimed to stimulate small business development by providing entrepreneurs with access to financing and short-term business training programs. 146 prospective entrepreneurs participated in the grantee's business seminars, learning how to start and improve their businesses, consulting with project professionals and benefiting from three SME-development round tables held with government and business representatives. The grant stimulated the creation of new businesses, 8 entrepreneurs received financial support from local credit organizations (15 more are preparing documents for credits), and the grantee forged partnerships with 6 business-support organizations from other Russian regions. The grantee widely distributed recommendations for entrepreneurs on how to secure financing.

Ekofact, Ecological Agency**\$34,970****Archangelsk, Russia****3/1/2002 - 8/31/2003**

Investing mechanisms are slow to develop in Russia due to lack of information and little coordination among interested investors. The project aimed to develop procedures in the Arkhangelsk region to help investors coordinate their efforts with other participants and to decrease regulatory barriers to the ecological approval of investment projects. A draft law on the regulation of ecological expertise of investment projects was developed and its adoption by the local Duma is expected. The local administration endorsed the draft law and the plan for its implementation. Coordination procedures for interested investors were developed and tested in three northwest Russia cities. A Consultation Center for investors was opened and now provides consultations on a regular basis. The methods developed during this project have been disseminated to the neighboring Komi Republic and to Vologodskaya and Leningradskaya oblasts.

Farmer, Rural Credit Consumer Cooperative**\$3,420****Yaroslavl, Russia****9/24/2001 - 8/31/2003**

The development of Russia's agricultural sector has been held back by a lack of financial support. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted an informational campaign for local farmers in newspapers and provided a wide range of consultations on business practices, tax issues, and business planning. This assistance allowed the cooperative to nearly double its membership and to raise its capital to about half a million rubles. Such demonstrated institutional growth of the rural credit cooperative together with the strengthening of its financial sustainability will provide a boost to agricultural development in Yaroslavl Oblast.

Foundation for Independent Radio Broadcasting (FNR)**\$34,907****Moscow, Russia****3/1/2002 - 4/30/2003**

Community radio stations working with local communities survive amidst the overwhelming competition of all-Russia radio net-works. For such radio stations, the level of staff professionalism and the quality of programming are the main problems; however, due to limited resources the directors of these stations are not able to send their staff to other cities for training. To meet the demand for higher quality of staff and programs, the grantee established a distance-learning program for regional radio journalists. The project created a support network for regional radio stations based on Radiportal, a concept developed within the framework of a previous project. For the current project, three training courses were designed, two of which, "Social Radio-Journalism" and "News Production on the Radio" are currently underway. A third course on advertising is being developed as well. Journalists from 49 regional radio stations have received training through the Virtual School, now one of the most frequently visited parts of Radiportal. Both projects - the creation of Radiportal and the development of the Virtual School for radio journalists - developed the infrastructure necessary for independent regional radio station support. As a result of this project, a unique educational resource for radio journalists was created, enabling them substantially raise their professional qualifications and to better serve their respective communities.

Fund Institute for Direct Investment**\$34,548****Moscow, Moscow****2/7/2002 - 4/30/2003**

Russia's regional investment marketing efforts lag behind the best international practices. The grant aimed to encourage investment in two pilot cities by creating Investment Passports (informational brochures for prospective investors) based on successful experiences in Europe and elsewhere. The grantee researched internet marketing resources for investment projects in three European countries and eight Russian cities and examined the informational needs of 11 investors. This research helped tailor Investment Passports for Petrozavodsk and Arkhangelsk to the needs of investors. The grantee presented the Petrozavodsk Internet site - including an interactive investment map - at a seminar at

which 36 participants discussed avenues for future development. The resulting internet sites were handed over to the local governments for maintenance, for which purpose the grantee provided training and consultations to six officials. It is hoped that other Russian regions will be able to adapt experience from this grant to benefit their regions as well.

Garant Rural Credit Cooperative

\$9,985

Saratov, Russia

7/1/2001 - 4/30/2003

A lack of financial support has hampered the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both broadening their services and improving their financial sustainability. The grantee conducted eight seminars for credit cooperative members on accounting, taxation, and agribusiness issues and provided a wide range of consulting and technical services. This grant allowed the cooperative to double its membership, raise its capital to 940,000 rubles, and launch mid-term loan making. Moreover, this grant improved the institutional development of the cooperative; the organization was transformed into a second level cooperative by adding 7 rural credit cooperatives as shareholders. Such demonstrated institutional growth of the rural credit cooperative together with the strengthening of its financial sustainability will significantly aid agricultural development in Saratov Oblast.

Guarantee Fund for Promotion of Scientific and Technical Production

\$33,090

St. Petersburg, Russia

3/27/2002 - 11/14/2003

Small innovative business in Russia lacks stable professional support, especially access to financial resources. This project helped alleviate the problem by accelerating the development of a guarantee fund in Saint Petersburg. The grantee computerized its financial procedures, expanded its spectrum client services, and conducted 12 seminars to inform clients about new lending services. As a result, the grantee added 14 new members to its client base and signed an agreement with Energomashbank for a line of credit. The credit union's portfolio and capital increased by more than \$300,000. During the grant, 4 businesses received loans on the total amount of \$179,598 and the grantee awarded 7 factoring loans on the total amount of \$69,887. An analysis of 28 small innovative enterprises showed an average sales volume increase of 79% and profit increase of 13%. This grant can be used as a model for disseminating in other Russian regions.

InfoTechService Information Agency

\$23,639

Moscow, Russia-

1/24/1997 - 12/31/2002

The lack of informational resources for Russia's small innovative enterprises negatively affects this sector's development. The grant addressed this problem by creating a new Internet resource (www.rsci.ru) that provides these businesses with investment, exhibition, networking and technical information. The grantee included a Distance Consulting Center on the site, and now regularly conducts online consultations. Thanks to the project, 150 small innovative enterprises became regular users of the site, and site received close to 1000 hits per day during the last few months of the project. Popularity of the site's fee services ensured the project's financial sustainability after the grant period ended.

Institute of Economics and Social Research

\$32,203

Volgograd, Russia

9/1/2001 - 5/31/2003

Poor management, widespread distrust of consultants, and high prices for consulting services retard the development of small business in Russia. This grant addressed these problems by introducing an innovative training and consulting program for managers in the Volgograd Oblast. The grantee's staff improved their consulting skills, six of whom became certified by the Institute of Stock Market and Management. Afterwards, the grantee selected 15 small businesses and interviewed both their managers and employees in order to detect common problems. The grantee organized 11 seminars and 5 training sessions on management, marketing, and human resources, and, through individual

consultations, helped managers of the selected enterprises to activate this training. As a result, the management of 15 small businesses has been significantly improved. All 15 businesses have implemented a formal system of management, prepared business plans, and provided their own strategies for further development. Moreover, six enterprises signed agreements with the grantee for follow-up, paid services after the close of the grant. The success of this project demonstrates that effective consultation can markedly improve internal business procedures, which in turn promotes the development and expansion of small companies.

International Technology Incubator Foundation

\$131,786

Moscow, Russia

9/22/1997 - 6/30/2003

In 1997, small, technology-based enterprises in Russia still lacked good consulting services and qualified experts in the peculiarities of high-tech business. To help address this problem, the Eurasia Foundation, together with the Foundation for Assistance to Small Innovative Enterprises (FASIE), organized a regional grant competition aimed at developing consulting services for these enterprises. Through that competition, the grantee developed and conducted a special training program on the commercialization and management of technology. This training program included lectures, case studies, and site-visits to Moscow-based technology firms. American and Russian trainers conducted a five-week program for representatives from 25 regional business support centers. As a result, 50 people from around the country became qualified experts in the field of innovative business and have made their services available as consultants.

Interregional Association, Siberian Agreement

\$33,439

Novosibirsk, Russia

5/29/2002 - 8/31/2003

Regional entrepreneurs regularly suffered from the controlling units because of lack informational resources. The grant was awarded to address the problem in the Baikal region by improving their access to legal and analytical information. The grantee analyzed more than 2000 federal and local documents in order to advise companies on how to avoid violations. The grantee created new Internet portal, which include 70000 legal documents, searchable archives, up-to-date news and experts' recommendations. Grantee's lawyers through "virtual" consulting section gave more than 400 hours of consultations to small business leaders. Besides, all the outputs were achieved, it is not recommended to cooperate with the grantee in future because of passive and formal grant implementation.

JSC "Master" TV Company

\$34,995

Penza, Russia

9/1/2001 - 9/30/2003

Russian governmental bodies often infringe upon the legal rights of local businessmen. The grant aimed to protect the legal rights of Penza businessmen through mass media, and the grantee prepared and aired 71 TV-programs devoted to business problems. Thanks to the project, local news reported on over 2500 violations of entrepreneurs' rights, 88 of which were successfully resolved. The grantee conducted 10 round tables on small business problems, made 6 appeals to business control organs and, together with the EF Penza grant cluster, managed a hotline for entrepreneurs. All six appeals were resolved and more than 300 people received immediate assistance from the hotline. This grant helped Penza businessmen to form several associations to protect their common rights. This project can be replicated in other regions as a model of mass media's role in helping to publicize government violations against entrepreneurs, and solving other problems faced by business people.

Kaluga Regional Department of Association of Women Entrepreneurs of Rus

\$32,783

Kaluga, Russia

6/28/2002 - 10/31/2003

Most Russian business associations offer members very little support and are inept at lobbying their members' interests to municipal authorities. The grant was awarded to establish dialogue between municipality and business associations in the Kaluga Oblast, and improve the quality of services offered to business association members. A questionnaire identified the main barriers to cooperation between business associations and government. Based on this analysis, the grantee organized a

Kozhevnikovski Rural Credit Consumer Cooperative, Podderzhka
\$6,119

selo Kozhevnikovo, Russia **9/24/2001 - 12/31/2002**

The development of Russia's agricultural sector has been held back by a lack of financial support. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted a wide-spread informational campaign for farmers and provided more than 60 consultations on business practices, tax issues, business planning, and marketing for co-op members. This assistance allowed the cooperative to add 69 new members and raise its capital to 1,750,000 rubles. Moreover, the consultations the cooperative received allowed it to launch credit lines for its members and introduce modern accounting software. Such demonstrated institutional growth of the rural credit cooperative and the strengthening of its financial sustainability will provide a boost to agricultural development in Tomsk Oblast.

Legal Reform Fund
\$29,850

Orel, Russia **5/29/2002 - 9/30/2003**

Initiation of constructive dialogue between local authorities and small businesses is a priority for private enterprise development. The grant aimed to create methods for business-government dialogue in the Central Federal District. The grantee studied existing models of cooperation and developed recommendations on how to improve dialogue. During the grant, draft small business support laws and acts were developed. The grantee created a coordination council in the Central Chernozemny district, published three brochures on legal questions for entrepreneurs and designed an Internet resource <http://delo.com.ru> to compile and publish legal information on small business support. As a result of the project, 2 small business support memorandums were presented to the heads of 18 regional administrations, and the Orel Chamber of Deputies approved a new business development law "Small Business Support in Orel Oblast".

Leontief International Center for Social and Economic Research
\$36,396

St. Petersburg, Russia **12/1/2002 - 11/30/2003**

This grant was given to create a favorable information environment of and to improve coordination and communication between SME support organizations in the 11 regions of the Northwest Federal District. The grantee created a SME-support website, www.nw.smesupport.net, providing data on small business support programs, business regulations and legislation, and links to Russia-wide business information portals and statistics. A network of 21 business support organizations, organized under the project, provides the website with up-to-date information and sector news. During the project the grantee conducted three interregional forums on general aspects of small business support, access to financial resources and legislation for more than 200 participants. All these materials together with the bulletin 'Small and Medium-sized Business Support in the Northwest Federal District' are available on the website. This project was partially co-funded by the World Bank Institute.

Moscow Interregional Fund for Consumer Rights Protection
\$34,912

Moscow, Russia **4/25/2002 - 9/30/2003**

Consumer rights of Russians are often infringed upon by retailers, especially in the new electronic commerce sector. This project aimed to protect the rights of consumers shopping on the Internet by improving the legislative environment governing such transactions. Based upon research, seminars and roundtables, the grantee developed recommendations for the improvement of Russian e-commerce legislation and procedures. The grantee created an online portal, <http://www.agrointernet.org>, to report problems in the e-commerce sector, provide consumer ratings of Internet shops and operate a consumer hotline. 56 people received online consultations, and recommendations on improving federal e-commerce laws were presented to the State Duma and to the Ministry of Antimonopoly Policy and Entrepreneurship.

National Cooperation of Business Incubators**\$34,222****Moscow, Russia****3/27/2002 - 9/30/2003**

Despite the fact that business incubators can be an effective means of improving the municipal small business support landscape, local government is often unsupportive of incubators. The grant was awarded to promote broader use of business incubators as a municipal policy tool. The grantee analyzed 49 local incubator models and discussed best practices during 6 roundtables and a conference for incubator leaders and local authorities from 25 Federal Districts. The grantee gave methodology recommendations and sample documents for developing municipality-based incubators to members of the National Cooperation of Business Incubators. In addition, the grantee created an ethics code, which was signed by members of the Cooperation. Using the newly developed methodology, the grantee helped found 3 pilot business incubators in the Moscow region. Moreover, the grantee is helping in creating business incubators in other regions of the Moscow Oblast, Lipetsk and Khabarovsk. Grant materials are posted on www.nsbida.ru, and the grantee continues to work on this project using its own resources.

National Institute for System Studies of Entrepreneurship**\$34,999****Moscow, Russia****12/23/2002 - 12/15/2003**

Imperfection of Russian legislation in small business supporting hampers the development of the whole sector. The grant was awarded to raise the effectiveness of state support of SME through the evaluation of implementation outputs of the federal law on state support of small and medium enterprises. The grantee interviewed 602 small businessmen and 51 representatives of government structures from five regions, in order to determine attitudes toward the law and possibilities for its improvement. The results of the research were summarized in a brochure, which was published and presented to the major SME policy-making bodies. Information about the grant and implementation plan are posted on www.nisse.ru.

Niva Podmoskoviya Moscow Oblast Agricultural Credit Consumer Cooperative**\$12,102****Moscow, Russia****3/1/2002 - 10/31/2003**

Lack of financial support slows the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit co-operatives, both broadening their services and improving their financial sustainability. The grantee conducted 3 two-days seminars for credit cooperative members on accounting, taxation, business planning and financial analysis and provided 76 consultations to its members on the same topics. This grant helped the co-operative increase its membership by 16 members, raise its capital to 649,000 rubles, and improve loan making and monitoring procedures. Moreover, the co-operative doubled its loan portfolio and decreased operational expenses by 18%. Such demonstrated strengthening of the co-op's financial sustainability will significantly aid agricultural development in the Moscow Oblast.

Novoanninskii Rural Credit Cooperative**\$10,000****Novoanninskii, Russia****8/1/2001 - 8/31/2002**

The development of Russia's agricultural sector is being held back by a lack of financial support. To address this problem, the Saratov and Moscow Offices of the Eurasia Foundation led a joint program to support rural credit cooperatives in the Volgograd Oblast, which successfully improved the sustainability of agricultural co-ops by widening the services they offer. The grantee introduced a new range of services to co-op members, including special training programs, credit services, and accounting services. The grantee established a viable accounting department, equipping it with essential supplies, training its staff, and introducing modern computer technology. As a result of this grant, the credit trust fund was augmented by \$2,600, capital increased by \$13,200, loan portfolios grew by \$48,200, and the number of co-op members grew by 69 people. The grant promoted both the institutional growth of the cooperative and boosted agricultural development in the Volgograd Oblast.

Olkhovskii Rural Credit Cooperative**\$7,939****Olkhovka, Russia****9/1/2001 - 3/31/2003**

Lack of financial support has slowed the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both broadening their services and improving their financial sustainability. The grantee conducted 4 seminars for credit cooperative members on accounting, taxation, and agribusiness issues, provided 426 consultations, and introduced a new spectrum of services. This grant allowed the cooperative to increase its membership by 370 members, bring its own capital up to \$7,000 and loan portfolio up to 5,376,000 rubles, and open three representative offices. Such demonstrated institutional growth of the rural credit cooperative and the strengthening of its financial sustainability will significantly aid agricultural development in Volgograd Oblast.

Peasant Loan, Rural Loan Consumer Cooperative**\$5,240****Selo Mikhailovka, Russia****2/11/2002 - 4/30/2003**

The development of Russia's agricultural sector is held back by a lack of financial support. The Saratov and Moscow Eurasia Foundation offices jointly addressed this problem by leading a program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted 3 informational seminars for local farmers, disseminated 2 bulletins, provided 23 consultations for shareholders and improved the qualifications of the cooperative's staff. The assistance allowed the cooperative to attract 10 new members and create a 22,000 ruble reserve fund. This project is an important first step in providing farmers with reliable and affordable access to capital.

Penza State Architectural & Building Academy**\$14,793****Penza, Russia****4/1/2002 - 6/30/2003**

Professionally-managed housing cooperatives are developing steadily in Russia, improving housing conditions and engaging citizens in civic life, but most cooperatives are still financial unsustainable. It was hoped that the grant would develop and increase the financial sustainability of housing cooperatives by training their accountants in a university-level course on Real Estate Management and Commercial Accounting. The grantee developed a training course, trained 117 accountants and 77 university students, and provided practical consultations to the accountants. The grantee also compiled a reference handbook and distributed it among housing cooperatives in the region. As a result, the trained accountants have acquired better skills in commercial accounting and more university students are looking for career opportunities in the housing sector. The university intends to conduct this course regularly.

Podderzhka Rural Credit Cooperative**\$9,919****Alexeevskaya Station, Russia****7/1/2001 - 6/30/2003**

Rural credit cooperatives in Russia are poorly developed and provide only a limited range of services. The grant - part of a joint program of the Saratov and Moscow Regional Offices - aimed to help overcome these difficulties in the Alekseyevsky Region of the Volgograd Oblast, in order to facilitate farmers' access to financial resources. The grantee expanded its range of services by training its staff and improving its infrastructure. During the project period, 54 farmers studied marketing, management, strategy, and market analysis at four seminars organized by the grantee, and more than 300 co-op participants received consultations on varying topics. The grantee increased its loan portfolio to 10.2 million rubles, adopted a new mechanism for reviewing loan applications and implemented a long-term financing system. As a result, the co-op expanded to 1,317 members and increased its capital to 866,300 rubles. The grant improved farmers' access to capital and boosted the development of entrepreneurship in the region.

RosAgroFond**\$33,910****Moscow, Russia****9/1/2000 - 7/31/2003**

In 2001, the Moscow and Saratov Eurasia Foundation offices conducted a grants competition aimed at improving rural credit cooperatives to make them an efficient alternative for providing farmers with access to affordable capital. The grant to RosAgroFond was made to evaluate the progress and impact of this joint program and to develop recommendations for better addressing the needs of cooperatives and farmers in future grant-making. The grantee presented an in depth evaluation, including assessment of training programs for cooperatives, dynamics of the cooperatives' development under this initiative, and evaluation reports on 11 out of 29 cooperatives that received up to \$10,000 in small grants from Eurasia. The results of the program were presented to the key partners - the Union of Rural Credit Cooperatives and the Foundation for Rural Credit Cooperation Development.

Rostov Fund, City Charitable Foundation**\$27,330****Rostov-on-Don, Russia****6/25/2002 - 7/31/2003**

One of the most effective ways to secure social partnership is through grant competition, which provides a means for transparent distribution of business money earmarked for philanthropy. The Fund "Rostov" introduced a system of NGO grant competition as a means to enhance the participation of local business in financing civic activities in the city. As part of the project, the grantee organization developed a competitive framework, raised a grant fund and conducted the first grant competition in the city, resulting in the financing of six local NGO projects. The grantee raised \$3,000 for the grant fund, \$2,000 of which came from local businesses. The results of the competition were widely disseminated in local communities through the local media, contributing towards a higher level of trust in NGOs on the part of both local business and local communities as well as developing more sources of grant support for new, inexperienced NGOs. Such recognition garnered by the Fund "Rostov" among the local community was revealed by a specially conducted survey showing 80% trust in Third Sector activity. The successful implementation of this project has created a clear platform for further competitions and more effective fundraising activities.

Rural Consumer Credit Cooperative, Krestiyanski**\$5,467****Kupino, Russia****9/24/2001 - 1/31/2003**

The development of Russia's agricultural sector is held back by a lack of financial support. The Saratov and Moscow Eurasia Foundation offices jointly addressed this problem by leading a program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted an information campaign for local farmers, provided 190 consultations for shareholders and improved the qualifications of the cooperative's staff. The assistance allowed the cooperative to attract 21 new members and increase loan capital by 1,250,000rubles. This project is an important first step in providing farmers with reliable and affordable access to capital.

Rural Credit Cooperation Development Foundation**\$34,840****Moscow, Russia****6/28/2002 - 4/30/2003**

The development of Russian credit cooperatives is hindered by the lack of strong legislation. This grant aimed to prepare a draft law "On Credit Cooperatives" for second and third readings in the State Duma by discussing possible improvements with interested parties. The grantee conducted a conference for 163 representatives of credit cooperatives, government bodies and business support organizations from around the country, leading to 78 proposed amendments; the results were summarized and distributed to lawmakers. As a result, 40 amendments were added to the draft law. A final draft was discussed at a roundtable organized by the grantee, enlisting the support of 74 participants for the law. The grant created a rare opportunity for interested parties to take an active role in formulating federal legislation.

Rural Credit Cooperative "Farmer"**\$7,495****Pallasovka, Russia****9/1/2001 - 8/31/2003**

Lack of financial support has slowed the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both broadening their services and improving their financial sustainability. The grantee conducted 4 seminars for 189 farmers and published 4 special memos for seminars participants in accounting and taxation and provided consultations for 152 people. The grantee computerized its office, introduced new services to coop's members, and implemented system of attracting personal savings. This allowed the cooperative to increase its membership up to 650 members and attract personal savings in amount of 1,500,000 rubles.

Rural Credit Cooperative, Asia - Credit**\$5,000****Maiminski rayon, selo Maima, Russia****9/24/2001 - 8/1/2003**

The development of Russia's agricultural sector is hindered by a lack of financial support. The Saratov and Moscow Eurasia Foundation offices jointly addressed this problem by leading a program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted 5 informational seminars for local farmers, provided 45 consultations for shareholders, and improved the qualifications of the cooperative's staff. The assistance allowed the cooperative to attract 51 new members, increase credit portfolio by 5 million rubles and launch credit lines for large members. This project is an important first step in providing local farmers with reliable and affordable access to capital.

Russian University for Friendship of Peoples**\$24,718****Moscow, Russia****9/1/2000 - 4/30/2002**

Rural cooperatives in Russia need support on all aspects of their activity. The grant was awarded to increase effectiveness of farmers and other small rural businesses by providing comprehensive technical support in organizing various types of agricultural cooperatives (servicing, sales, etc.). The grantee trained 45 potential shareholders and managers in a series of intensive seminars on various aspects of cooperative activity and provided 630 hours of consultations to co-op managers on a wide array of topics. As a result, 3 co-ops were created (one in the Moscow Oblast and two in Chuvashia), and trainees received manuals containing recommendations about the creation and management of cooperatives.

Saratov Chamber of Trade and Commerce**\$34,990****Saratov, Russia****9/27/2002 - 12/31/2003**

Lack of activism and collaboration amongst members of the small-business community thwarts the development of small business in Russia. This grant helped to energize the Saratov business community by initiating constructive dialogue between business people, civil servants, lawyers, tax inspectors and journalists. Project round tables and hotlines engaged more than 300 people in discussions on the most pertinent problems for businesses, such as taxation, legal and regulatory barriers, economic conflict resolution, and business advocacy. The ensuing discussions served as the basis for articles in 54 issues of The Gubernia Newspaper, a weekly distributed to 3,000 business people and business support organizations. This comprehensive approach led to the significant lowering of the tax burden on small businesses and to the creation of the Guild of Builders, Tourist Industry Association, and a Coalition of Business Associations under the auspices of the Saratov Chamber of Trade and Commerce.

Saratov State Agricultural University**\$2,578****Saratov, Russia****6/11/2003 - 11/30/2003**

The grant was awarded in support of a three-day international workshop on the development of agricultural extension service programs in Russia, Ukraine, Kazakhstan, Moldova, Estonia, Tajikistan, and Romania. Forty-five participants discussed important trends in agribusiness consulting, shared their experiences and best practices, and made a site-visit to a consulting and information center for farmers in the Marx raion. The grant helped participants to liaise and prompted the formation of a professional community of agribusiness consultants. The grantee acquired new contacts necessary for widening their expertise on an international level.

Sochi NGO Edelweis**\$34,935****Sochi, Russia****4/1/2002 - 6/30/2003**

Community schools have proven to be effective in increasing citizens' participation in community life. The model of socially active schools that the grantee developed proved to do just that, with the grantee introducing the model into 8 schools in Sochi. These schools conducted 28 social projects, involving 2000 local citizens and successfully realizing their project goals-including 300,000 rubles raised for project implementation. The community schools began to provide services to local communities on a constant basis. Since project implementation, 10 more schools have expressed interest in joining the community schools movement.

Society of the Graduates of the Faculty of Journalism of the Moscow State University**\$34,084****Moscow, Russia****6/28/2002 - 7/31/2003**

The Russian Internet is one of the newest and most rapidly growing sectors in the Russian economy, its use as a research medium in increasing demand by commercial organizations. This grant focused on the creation and initiation of special research methods and the future direction of development of the Russian Internet sector. The grantee, together with the Russian Public Center of Internet Technology (ROCIT) and Rambler worked out new techniques for analyzing the current status of online Russian resources based on a wide range of criteria, testing these techniques by researching 141 on-line resources. The results were published on <http://www.rambler.ru/db/rumetrica/article.html> and in the mass media. Based on the results, the grantee put forward suggestions to the Russian government on how to improve the Russian Internet sector, presenting them to the Science-Technical Council of the Federal Ministry of Communications and Information. As a result, the new analytic techniques became a part of the Federal Electronic Russia Targeted Program (2002-2010) and helped commercial organizations in their marketing and strategy research. The grantee plans to work with the Rambler Research Foundations for the further development of Internet researching techniques.

Sodeistvie Credit Consumer Cooperative**\$6,465****St. Petersburg, Russia****6/4/2001 - 8/31/2002**

Lack of financial support has slowed the development of Russia's agricultural sector. To help contribute to the sector's growth, the Eurasia Foundation's Saratov and Moscow offices supported a program to broaden the services and improve financial sustainability of rural credit cooperatives. The grantee conducted an informational campaign on rural finance that enabled the creation of five regional representative offices of credit cooperatives. The project team established a professional relationship with a local leasing and financial company, and as a result co-funded 6 cooperative members' business plans totaling more than 1,3 million rubles. Thanks to the grant the cooperative doubled its membership pool, streamlined administrative costs and increased credit capital by 1 million rubles. Such demonstrated institutional and financial growth of the rural credit cooperative will significantly aid agricultural development in the Leningrad Oblast.

Soglasie, Rural Credit Cooperative**\$10,639****Cheboksary, Russia****6/4/2001 - 4/30/2003**

The development of Russia's agricultural sector has been held back by a lack of financial support. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted a widespread informational campaign and four seminars for 143 farmers, and also provided more than 245 consultations on business practices, tax issues, and business planning. This assistance allowed the cooperative to add more than 90 new members and raise its capital to 1,124,000 rubles. Moreover, the grant allowed the cooperative to introduce modern accounting software and launch ten satellite offices in rural regions, six of which were later registered as independent cooperatives. Such demonstrated institutional growth of the rural credit cooperative and the strengthening of its financial sustainability will significantly help agricultural development in the Chuvash Republic.

Special Faculty for Retraining of Management Personnel of St. Petersburg State University**\$33,816****St. Petersburg, Russia****3/27/2002 - 10/29/2003**

Higher education in Russia is mainly theoretical, with graduates gaining little practical experience during their study. The grant aimed to improve the quality of finance education in the northwest regions by introducing new practical courses and disseminating best practices developed by a leading Russian university. The grantee organized a Coordination Board, comprising of economic faculty heads, to preside over discussion and changes to the finance curriculum. Brand Management, Business Ethics and Industrial Marketing courses were taught to 126 university professors. The grantee developed 6 complementary case studies based on Russian practice and established a business education professors' network for long-term cooperation. The case studies were distributed to and are now being used by all business and economic university departments in northwest Russia. Continuing its work after the grant, the grantee is preparing three courses (Brand management, Business Ethics and Industrial marketing) for implementation into university curriculum.

St. Petersburg Fund for Small and Medium-Sized Business Development**\$34,708****St. Petersburg, Russia****3/20/2001 - 3/31/2003**

Rural entrepreneurs in Russia, particularly those far from major cities, lack access to qualified consulting services. This grant aimed to address that problem in the Leningrad Oblast, first by analyzing the consulting needs of SMEs in seven districts of the oblast. The grantee then opened consulting centers in six of those districts, hired and trained staff and purchased equipment. Results of the project were presented at a roundtable, which was attended by representatives from municipal governments, business support structures and business associations. Although the effectiveness of such projects could be better gauged in the future through a more thorough monitoring effort, the project overall significantly expanded the consulting services available to SMEs in the region and interested Leningrad Oblast officials in furthering the model.

Stavropol State Agricultural University**\$22,715****Stavropol, Russia****3/1/2002 - 9/30/2003**

Due to the low quality of management education in Russian universities, small businesses have difficulty finding qualified managers. This introduced practical, case-study based management training in Stavropol's Agricultural Academy. The grantee adapted a computer based management education course and trained the Academy's staff on how to administer it. More than 220 students enrolled in the course, gaining vital management, problem solving, and decision-making skills. As a result, the course was formally added to the academy's economics curriculum. The grantee published project results and a course manual shared both with professors from neighboring universities during two seminars.

Stimulus Rural Credit Cooperative**\$9,400****Krasny Kut, Russia****9/1/2001 - 3/31/2003**

The development of Russia's agricultural sector has been held back by a lack of financial support. To address this problem, the Saratov and Moscow Representative Offices of the Eurasia Foundation led a joint program to support rural credit cooperatives through the widening of their services. The project team focused their efforts on the creation of a marketing department, which accumulated and sold cooperative members' products. This was accomplished in conjunction with five seminars for 90 farmers on cooperative management and the process for loan applications. Thanks to this project, the grantee significantly improved internal management and control by developing a new loan application form, a risk analysis procedure for loan evaluation, and a policy for problematic loans. As a result of this project, the cooperative added 104 new members and quadrupled its loanable funds. Such an expanded spectrum of services coupled with the improved financial sustainability of the cooperative, will help the further development of agriculture in Saratov Oblast.

Tandem - Forum, Company**\$25,773****Moscow, Russia****3/27/2002 - 12/31/2002**

Russia's ascension into the World Trade Organization is an issue that remains clouded for many in Russia's business community. This grant focused on facilitating dialogue and cooperation between the business community and government officials on the issues related to the Russia's ascension to the WTO. The project team published and distributed 2000 copies of a brochure on ascension issues and organized a nationwide WTO ascension conference with participation of more than 300 government officials, representatives of business associations and public organizations. The grantee tried to raise awareness in the business community and in the general public about opportunities and difficulties inherent to WTO ascension. Despite a number of financial and organizational problems with the grantee, the project itself represents another step towards Russia's integration into the world economy.

The Lermontov Regional Library in Penza**\$28,505****Penza, Russia****3/1/2002 - 10/31/2003**

Russian cultural establishments are not effectively using their potential to implement commercial projects, instead waiting for resumed municipal support. This apathy severely stymies the development of these institutions. The grant was awarded to stimulate the commercialization of Penza cultural establishments. Working with accountants, lawyers and marketing specialists, the grantee trained administrators and accountants of cultural institutions on marketing and business principles, and provided full consulting support following the seminars. The grantee published 11 manuals on how to implement commercial ideas and disseminated them among seminar participants. The project culminated in a competition for cultural commercial projects. 10 Penza cultural institutions competed, and three projects received funding from the grantee.

Tomsk Business Support Partnership**\$34,985****Tomsk, Russia****12/1/2002 - 12/31/2003**

Most small towns in Russia face a severe economic imbalance caused by the diminished role of small business and dependence on one key industry. This grant was awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative aimed at diversifying the business landscape in four Siberian towns. The Tomsk Partnership of Entrepreneurs helped to establish the Strezhevoi Center for Business Support and Development, the first such organization in the area to provide entrepreneurs with access to needed business-development services. The grantee trained 11 local consultants and monitored their independent start-up activities. More than 250 local entrepreneurs received training and consultations on various business issues from program experts and local consultants. The services provided by the Center helped to create 50 new jobs and 10 new businesses. The grantee will continue providing support and monitoring for the Center until September 2004.

Tomski Oblastnoi Cooperative**\$10,810****Tomsk, Russia****6/4/2001 - 7/31/2003**

The development of Russia's agricultural sector has been held back by a lack of financial support. The Saratov and Moscow offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both to expand their services and improve their financial sustainability. The grantee focused their efforts on training needs for first level cooperatives both in Tomsk Oblast and neighboring regions. The project team conducted 4 informational seminars for more than a hundred participants and published 4 bulletins. The grant led to the institutional strengthening of the grantee through an increase of shareholders and loan capital. Such demonstrated growth will significantly help agricultural development in the region.

Training and Methodical Center at Foundation for International Accounting in Russia**\$34,638****Moscow, Russia****4/26/2001 - 10/31/2003**

The lack of qualified specialists in international financial accounting standards has negatively affected business development in Russia. The low level of business education programs is contributing to this problem. This grant was awarded to improve the quality of business education by developing a curriculum and teaching manuals for financial accounting courses using international standards. The grantee developed a course, which was evaluated by finance experts, trained 18 professors on the new course, and published a manual and disseminated it among Russian economic universities. Based on the recommendations of the Training and Methodology Department of the Russian Federal Ministry of Education, this course was added to the curriculum of Russian economic universities curricula. 38 universities have successfully adopted the course.

Trial Company**\$30,535****Petrozavodsk, Russia****7/18/2001 - 3/20/2003**

The public housing and utilities sectors in Russia produce low quality of services and ineffectively use public funds provided as subsidies. The grantee intended to improve the situation in the city by introducing a competitive mechanism for selecting private companies as managers of public housing and increasing residents' control over the quality of housing services in a form of consumers' associations. The grantee developed relevant documents and procedures for competitions and registered a first consumers' association on a pilot territory. Three seminars were conducted to train city officials, employees of private and municipal enterprises, and leaders and activists representing local residents. The grantee summarized the model in a manual and distributed five hundred copies among other Russian cities. However, the newly elected mayor cancelled conducting a competition and did not stimulate further development of consumers' associations. As a result, the grant did not lead to the implementation of a new system of public housing management and, consequently, did not provide the expected effect.

Tula Oblast Fund for Small Business Support**\$34,975****Tula, Russia****1/15/2001 - 10/31/2003**

Small business development in Russia is hindered by entrepreneurs' lack of access to microcredit. The grant aimed to implement a microfinance program in the Tula Oblast and provide entrepreneurs with needed access to financial resources. The grantee trained 40 of its staff and representatives of municipal business-support organizations on principles of microfinance, developed working loan documents, and secured an agreement with a local bank for a three-year, 3 million ruble credit line. To attract clients, the grantee conducted a series of loan application seminars for 295 local entrepreneurs, and provided 100 hours of consultations for small businesses. 155 entrepreneurs received small, short-term loans in the total amount of 8,272,000 rubles. The rate of return was 95%. This microfinance development model can be duplicated in other regions.

Tver Fund for Development of Economic Education**\$34,967****Tver, Russia****9/6/2001 - 3/28/2003**

Several factors hinder the development of e-commerce in Russia, including the absence of information in Russia's regions and entrepreneurs' lack of knowledge on how to capitalize on e-commerce for business use. The grant aimed to introduce e-commerce technologies to Tver entrepreneurs through an intensive e-commerce course. The grantee developed an e-commerce training course and web-site (www.dlearn.tver.ru) and organized four training courses for 140 small business managers. The grantee trained 102 managers on principles of e-commerce, and gave 412 consultations for small business managers on business plan development and internet technologies. Thanks to the training, 71 entrepreneurs created e-commerce-intense business plans and, as a result, increased or expanded their operations. Among other successes were a better company image, enlarged profit, and an increased number of clients. Thanks to the success of this project, neighboring countries have asked the grantee to duplicate the program abroad.

Union of Innovative and Technological Centers of Russia**\$34,995****Moscow, Russia****6/18/2001 - 6/10/2003**

Small businesses in Russia, especially those located outside of major cities, have difficulty accessing essential information needed for business development. Focusing on outreach to small high-tech companies, clients of Union members, this grant augmented the business website, www.unitc.ru, with current information on sources of financing, government and commercial tenders, and legislative news. The project team conducted two workshops on development and funding of innovation projects for 22 specialists. Overall, the grant helped create a nurturing environment for small business innovation in Russia.

Voronezh Youth Institute for Social Programs**\$27,815****Voronezh, Russia****4/1/2002 - 10/31/2003**

Thanks to this grant the Voronezh municipality improved its NGO support grants competition procedures. The grantee trained fifty youth NGOs and ten experts in project development, proposal writing, fundraising and proposal review. NGOs obtained numerous consultations and developed professional projects. The municipality conducted two grants competitions and social fairs with broad participation of citizens and local organizations. As a result, the number of supported NGO projects doubled. Additionally, six NGOs were sponsored by local businesses. On the whole, the grant strengthened non-government sectors in the city. Local NGOs created a club to exchange experience and develop partnerships. Currently they are discussing the idea of creating the first city community foundation.

Zardon Rural Credit Cooperative**\$11,983****Izhevsk, Russia****6/4/2001 - 7/31/2003**

Lack of financial support has slowed the development of Russia's agricultural sector. To help contribute to the sector's growth, the Eurasia Foundation's Saratov and Moscow offices supported a program to broaden the services and improve financial sustainability of rural credit cooperatives. The grantee conducted a series of seminars, consultations, and an informational campaign on rural finance that led to the creation of three regional credit union branches. Thanks to the grant the cooperative quintupled its membership pool, streamlined administrative costs and increased credit capital by 16.7 million rubles. The grantee successfully launched savings operations for 400 shareholders. In the summer of 2003 the Russian Union of Rural Credit Cooperatives rated the cooperative as 4th strongest among 50 best Russian rural credit cooperatives. Such demonstrated institutional and financial growth of the rural credit cooperative will significantly aid agricultural development in the Udmurt Republic.

Amur-Batyushka Public Development Center**\$33,937****Blagoveschensk, Russia 8/9/2002 - 8/8/2003**

Public opinion polls in the Amur Oblast revealed an extremely low level of citizen involvement in their communities. The small town of Svobodny was chosen by the grantee to develop and implement a model of social partnerships that could be disseminated throughout the Oblast. This project was aimed at stimulating civic initiatives in a small town in Amur Oblast through cooperation between local government and nonprofits (NGOs). The project team conducted 6 trainings on different aspects of project management and social partnerships for NGOs and public servants and organized a number of community-focused activities. The project team initiated public discussions on regional, social, and economic development issues and prepared a series of new regional measures regulating the implementation of local civic initiatives, which were then approved by the City Council. These activities and other meetings between NGO leaders and public servants were described in the widely disseminated brochure "Experience of Interaction between Local Authorities and NGOs in a Small Town." As a result of the preceding activities and accomplishments, the partnerships among different sectors of society were strengthened and those resources needed to develop the local community were increased.

Amurnet Far Eastern Project Management Association**\$20,624****Blagoveschensk, Russia 7/2/2001 - 6/30/2002**

The ineffectiveness of the regional territorial self-governing organs(TOS) due to a lack of qualified personnel and poor TOS legislation was addressed by this project.. TOS organizations participated in seminars on project management and TOS operations. In addition, they developed and completed three projects thanks to a grant competition from the Community Fund "Soglasie" (Concord), a successful NGO empowered by the Eurasia grantee Amurnet. The project team organized discussions on existing local TOS legislation and developed a series of new regulations, which were given to the Amur Oblast Duma for its consideration. Such activities as the creation of the quarterly bulletin "Soglasie" (Concord), further meetings with TOS leaders and dissemination of the educational brochure "Learning to Be Managers" increased citizens' legal awareness on self-governing issues and reduced regulatory obstacles to the development of TOS organizations.

Bibliophiles, Information and Cultural Center**\$16,405****Nikolayevsk-na-Amure, Russia 8/9/2002 - 8/8/2003**

Civi leadership among young people is limited. The town of Nikolayevsk-on-Amur is the administrative center of the northern district of Khabarovsk Krai and home to more than 2,200 indigenous people. Like other indigenous people in the Russian Far East, they are plagued by problems related to their geographic isolation, poor communications, uncertain future, and lack of community spirit. In order to address this problem, the Bibliophiles Information and Cultural Center developed a project to increase civic leadership among young people by involving them directly in the life of their community. First, the project team studied the successful experience of other youth organizations when they attended a Far Eastern seminar for youth leaders. They then used what they had learned to teach young volunteers at the School of Volunteers housed in the library of the Nikolayevsk-on-Amur Pedagogical College for Northern Minorities. For a year, these students received a regular training on volunteerism issues and tested their skills in two community action projects focused on drug prevention and overcoming cultural and geographic isolation of northern indigenous groups. These activities attracted support from local authorities and mass media, and involved more than 140 people from the town and three neighboring villages in community life. The project strengthened the library's role as a cultural center, and made it more community-oriented. The project leaders put together their practical instructions, issued a brochure, and shared the Volunteers' School experience at a seminar for the libraries operating in six northern regional districts.

Buryatia State University**\$17,050****Ulan-Ude, Russia****7/31/2001 - 9/30/2002**

In the Buryat Republic, the general public plays a rather passive role in developing a dialogue with local authorities and impacting law-making processes. Leaders of non-government organizations (NGOs) and journalists have only a vague notion about their political rights, about civil servants' responsibilities, and about ethical norms and rules. To increase the effectiveness and transparency of local governments in the region, and to make them more responsive to local needs, the project team developed an educational program jointly with Moscow experts on professional ethics and corruption prevention methods for civil servants. In addition, they developed a new textbook that defined and explained professional ethics, corruption, mechanisms for preventing corruption, and which offered a list of federal anticorruption legislation. This textbook was based on an analysis of specialized literature and legislative documents. The education program was tested in a series of workshops, seminars and business games. In all, the project presented five training cycles to one hundred representatives of local administrations and municipal organs of Ulan-Ude and rural districts of the Buryat Republic, as well as to journalists and NGO leaders. The grant ended with a seminar in which project experts presented their achievements to 21 government officials, journalists and NGO leaders. One other noteworthy result is that the educational program was officially included in the curriculum of the Buryatia State University and worked into the educational plan of the Department on Retraining of Public Servants of the Buryat Republic Government. It is expected that the program will lead to the introduction of standard ethical practices by administrative organs in their interactions with the general public.

Chita Regional Association of Northern Native Groups**\$18,709****Chita, Russia****6/1/2002 - 5/31/2003**

This project addressed the lack of organizational and professional skills needed by the minority Evenki community in Chita to preserve their culture and develop their land. Originally this project was targeted for a wide range of activities including a conference and trainings for different social groups of indigenous people; the creation of a community council and a consulting center for coordinating volunteer work with national minorities and others. Only one of the many planned project activities was realized, namely an eleven-day conference with participation of partners from Alaska (US) and St. Petersburg in order to identify groups of Evenki leaders and teach them leadership, community organization and business skills. Because the project team did not submit their reports for the first period of the project in a timely and transparent manner, the EF suspended the grant. In the course of the EF investigation, a conflict between the Project Director and the Director of the grantee organization was discovered. As a result, the anticipated outcomes of the creation of a consulting center to help native villages implement socio-economic projects and an establishment of a dialogue with local authorities and businesses were not achieved. The main lesson learned is that EF must perform greater due diligence both before and during the grant period and should play a greater role in program design when working with inexperienced grantees. In addition, rigid monitoring should be done before the submission of their first reports. Future projects with inexperienced grantees should include a component to enhance their project management capacity before the grant is awarded.

East-Siberian Innovation Center**\$31,727****Ulan-Ude, Russia****7/1/2002 - 6/30/2003**

According to information furnished by the Buryat Republic Ministry of Economy, from 1998 to 2001, all contracts for municipal services in the regional districts were awarded without competitive bidding. In 2001, the capital city of Ulan-Ude conducted their first experiment in competitive bidding. However, because the savings from the competitive bidding was not tracked, there was no way to determine actual savings which in other regions average between 5-7%. To increase the transparency of local budgets, the project specialists gave six seminars, in five municipalities, on how to plan and organize competitions for local authorities, potential contactors and public organizations. In addition, the project team published and distributed a set of guidelines and standard documents on competitive bidding. Five district administrations adopted them as a basis for new regulations and related decrees.

In addition, the project team created special software for planning and organizing expenditures which will aid municipalities in their awarding of contracts through competitive bidding in 2004.

Far Eastern Legal Resources

\$30,603

Khabarovsk, Russia

7/2/2001 - 6/30/2002

In the course of improving self-governance legislation on the federal level, the project team initiated a pilot program to help local municipal officials study foreign public management practices and incorporate the most successful experiences into their on-going activity. Based on the New Public Management (NPM) concept, the project developed an innovative Russian public management model which stresses responsiveness to citizens' needs. The grantee held a conference and offered a series of seminars on the successful public management practices of organizations and grantees in different regions, including the streamlining of administrative functions and cooperation with local communities. In developing this new model, the project brought together public management experts, representatives of think-tanks, and members of local governing bodies. Initially, it was expected that the developed model could be tested on several local municipalities during the grant period. However, according to the grantee's final reports, actual testing of the model requires much more time to evaluate and can be implemented only after the new federal law on Local Governance is adopted.

Gradosphera Foundation

\$17,886

Yakutsk, Russia

7/2/2001 - 6/30/2002

The imprecise regulations governing regional laws and decrees on charity were one of the obstacles for streamlining philanthropic activities in Sakha. The Gradosphera Foundation devised an alternative law dealing with charitable activities in the Sakha Republic and organized a discussion that involved non-governmental organizations (NGOs), public servants, journalists, philanthropists and recipients. In addition, the grantee brought together Sakha NGOs and a lawyers group that had been responsible for the writing of a new regional law in order to discuss the role of a trustee. The participants critically assessed this law, but were unable to achieve consensus. Other legislative documents advanced by the project team concerning the titles of Honorary Patron/Trustee, and Honorary Philanthropist were submitted by Gradosphera to the regional legislative body Il Tumen for further review and adoption. According to the grantee's final reports, the legal initiatives spearheaded by the grant did not result in the adoption of any new regulations or amendments to acting laws. However, the project was highly successful in involving civic organizations in public debates and served as a training ground on how to involve the local population in decision-making.

Interregional Association of Zabaikalie and Far East Credit Unions

\$28,208

Khabarovsk, Russia

2/11/2002 - 8/10/2003

A pilot program to develop local legislation for credit unions in three RFE territories was implemented to address the lack of regulations governing credit consumer cooperatives in the regions and to stimulate their growth. The grantee organized over 15 public discussions on how local regulations should be developed and consulted with Moscow professionals to assist in the drafting of a model for a regional law. Based on this model, groups of experts in the three RFE regions - Khabarovsk Krai, Sakhalin Oblast and Jewish Autonomous Oblast (JAO) - drafted their own regional laws and submitted them to their legislative bodies for further review and approval. Though these drafts have not been adopted yet, the grant was responsible for beginning the law-making process through which credit unions might be set up in the RFE territories. As a result, the governors of Khabarovsk Krai, Sakhalin Oblast and JAO signed decrees to stimulate further development of credit cooperative in their regions.

Khabarovsk State Technical University

\$30,911

Khabarovsk, Russia

8/9/2002 - 11/10/2003

The development of a system of local, municipal government in Russia is complicated by rapid changes in legislation and regulatory deficiencies, which, in many cases, lead to violations of local governments' rights and a decrease in their effectiveness. In 2001, courts in the Russian Far East

regions heard 114 suits against local governments. In 2002, the number increased to 217. To better acquaint judges and employees of the public prosecutor's offices with the way local government functions, the project team made a detailed analyses of legislation dealing with to self-government and identified typical disputes in the area of the application of municipal law. Based on these findings, local and Moscow-based experts and practitioners provided training for 70 judges and specialists from the public prosecutor's offices. In addition, they suggested changes in the law curriculum, which were introduced in the Far Eastern Legal Institute of the State Technical University (grantee) in September 2003. In addition, the project was responsible for the creation of a retraining faculty (opened in January 2004) for specialists who work for public prosecutors.

Kholmsk City and District Administration

\$6,749

Kholmsk, Russia

8/9/2002 - 8/8/2003

A common problem for the majority of Russian municipalities is how to adequately address community needs given their budget deficits. To help make its budget more efficient, the Kholmsk City and District Administration of Sakhalin Oblast improved on its its municipal bidding procedures, while making them more open and transparent. This was achieved through specialized training of four employees at the Far Eastern State Technical University, Vladivostok. Using what they learned, these specialists then developed amendments to existing competitive procedures and provided training for more than 80 municipal workers and potential contractors. As a result in 2003, the Kolmsk Administration organized three competitions, which permitted the purchasing of goods and services for local needs at the best possible prices and saved the annual municipal budget 163 000 rubles. The project team put together its findings and shared its experience with other municipalities at a regional seminar.

Legal Information Center for Aircraft Industry Employees

\$33,123

Vladivostok, Russia

7/1/2002 - 7/20/2003

In contrast to other regions of Russia, Primorsky Krai is several years behind in developing community-based organizations made up of local residents known as Territorial Self-Governing Organs (TOS). This is due to political disputes between the regional and municipal authorities and little support and interest in civic initiatives on the community level. To encourage citizens' participation in solving problems where they live, the project team organized four seminars, round-tables and about 300 consultations for groups of local residents on how to create and manage TOS organizations. In addition, the project specialists worked with five secondary schools and organized a competition of student compositions devoted to their city and its future. This initiative attracted support from mass media and local organizations and increased civic activism of the adult population. Two schools decided to continue such activities and introduced competitions in their educational curricula for the next year. Moreover, as a result of the project team's activities, three groups of local residents will register their TOS organizations once the governing regulations have been approved by the municipal and regional legislative bodies thereby allowing them to participate in their local municipal councils.

Non-Commercial Partnership of Co-Owners

\$34,228

Vladivostok, Russia

5/1/2002 - 4/30/2003

In Primorsky Krai and Vladivostok, housing problems are especially dramatic owing to frequent shortages of electricity, heating and water. This project made an effort to increase the public's influence and control over housing policies by strengthening housing associations and articulating their interests to local authorities. The project team disseminated the best practices of existing co-owners' associations through regular trainings and more than 700 consultations with apartment building managers. This led to the creation of a Housing Managers' Council, which entered into negotiations with the providers on their high utility prices, and launched the development of professional and ethic standards to assist newly recruited mangers. Such activities as the conference on "Self-governance in the Housing Area as a Basis of Reform" (June 2003), the quarterly publication of the bulletin "Housing News", and the dissemination of the educational pamphlets resulted in the development of new legal

regulations on housing self-governance, as well as citizens' increased legal awareness. A stronger consumer demand in high quality services in exchange for their higher utility bills induced co-owners associations to open 75 new vacancies for managers and workers. In addition, two co-owners' associations in municipal houses were created.

Planned Parenthood of Khabarovsk Krai

\$9,584

Khabarovsk, Russia

9/24/2002 - 7/23/2003

This special project addressed the lack of participation by at-risk youth in volunteer activities in the Khabarovsk region. Specialists experienced in working with physically or socially disadvantaged young people identified peer-group leaders and trained them in principles of volunteerism organized around a healthier lifestyle. Under the general slogan "Break your bad habits and replace them with a healthy lifestyle" a series of information pamphlets and a brochure entitled "Don't Stand Alone, Volunteer!" were published and widely distributed. In addition, a round table involving regional NGOs and government and social institutions focused on youth volunteerism was organized to discuss how to better involve all youth, especially those at risk, in volunteer activities. In addition to motivating many young people to participate in important social initiatives, the grant succeeded in attracting more local resources to support community-oriented youth at risk activities.

Sakhalingrazhdanproekt Institute, Inc.

\$31,717

Yuzhno-Sakhalinsk, Russia

2/11/2002 - 8/10/2003

In order to create regional and local programs focused on mobilizing local resources and attracting investments in the regional economy, a number of scientific and public organizations in Sakhalin Oblast joined hands to work with the governing bodies. The Sakhalin Citizen Project ("Sakhalingrazhdanproekt") Institute worked to coordinate the efforts of all parties and proposed the introduction of strategic planning in the municipal management of the Sakhalin Oblast. This method, based on open dialogue between local authorities, businesses, and society, had already met with success in Western Russia but was still unknown in the Far East. Through a series of seminars and consultations by specialists from the Leontief Center of St. Petersburg (creators of the first Strategic Plan in Russia in 1997) and local experts, more than 130 public servants, entrepreneurs and non-profits were trained in strategic planning techniques. As a result, the development of strategic plans in eighteen out of nineteen municipalities of the region was initiated. These eighteen creative teams will complete their work by March 01, 2004, and participate in a regional competition of strategic plans. To ensure the introduction of strategic planning in the region, the project specialists also participated in developing a new law needed for implementing strategic plans. Thus, at the end of 2003, the Sakhalin legislature passed a new law entitled: "About Targeted Programs in the Economy of Sakhalin Oblast", which took into account recommendations provided by a group of strategic planning consultants created in the course of this project, and now facilitates future strategic planning in the region.

Sigma Information-Resource Agency

\$26,574

Birobidjan, Russia

7/1/2002 - 6/30/2003

In the last few years, the Jewish Autonomous Oblast, a region 70% subsidized by the State, has witnessed a marked increase in the number of people who need social assistance from the government. To address this problem, the Information and Resource Center "Sigma" launched a project fostering non-profit civic initiatives through cooperation among local authorities, businesses and non-governmental organizations (NGOs) in the social area. A series of partnership-building seminars, consultations and joint trainings for more than 300 representatives of NGOs, private companies, public servants and mass media led to cooperative activities within the joint project "Force of Movement", which received local support throughout the region. More than 70 organizations and 6,000 volunteers participated in the ecological, educational, and charitable events. These activities strengthened the position and improved the image of NGOs in local society. The regional government invited NGOs to work in the Ecological Council, and involved them in developing an Ecological Education Program. In addition, a local bank contracted the project team to create a "social database" to provide local philanthropic initiatives with a new information resource.

State Educational Center of the Buryat Republic Housing Committee

\$33,402

Ulan-Ude, Russia

4/1/2001 - 3/31/2002

Based on previous EF grant success in the development of cooperative ownership organizations in the Republic of Buryatia, the grantee implemented a new project to more actively involve citizens in local community development by encouraging the creation of territorial self-government organizations (TOS). The project team offered a series of seminars and follow-up consultations on legal, economic, organizational and start-up issues dealing with the creation and management of TOS. In addition, the grantee motivated representatives of cooperative associations, housing committees and NGOs to draft a regional law on TOS in the Buryat Republic, which they submitted to the Narodnyi Khural (legislative body) for further review. As a whole, the project helped disseminate the TOS conception and, in so doing, create a more favorable regulatory climate for TOS activity in the region.

Tuimaada Sanata Newspaper Editorial Office

\$16,158

Yakutsk, Russia

7/31/2001 - 6/30/2002

A very limited number of regional mass media in the Sakha Republic are interested in corruption prevention themes. In an attempt to correct this situation, the grantee developed a project, which would attract the attention of the local community to anti-corruption initiatives and thereby increase public support. The grantee, Tuimaada Sanata, a bilingual Yakut-Russian-language newspaper, held two round-table meetings for journalists, NGOs and governmental officials devoted to the discussion of possibilities for public participation in law-making and budget processes. Also, they conducted four seminars for over 70 local journalists on journalistic legal issues and journalistic ethics. This allowed the media to more capably and efficiently cover the activities and decisions of local authorities. As a result, the number of anti-corruption publications in local newspapers increased 1.6 times in 2001 in comparison to 2000. The grantee newspaper doubled the anti-corruption articles from 13 (in 2000) to 27 in 2001. Also, the trained journalists and NGO leaders initiated the creation of the first regional non-governmental organization "Anti-Corruption", which developed a plan for the implementation of at least 10 corruption prevention projects. The project director submitted the required quarterly reports on the project activities and the final report. However, an additional analytical report about outcomes was not submitted, thereby making it difficult to evaluate its long-term effect.

Vesti, Ltd.

\$26,875

Petropavlovsk-Kamchatsky, Russia

7/1/2002 - 6/30/2003

In order to address the lack of any real mechanism in the Kamchatka Oblast to increase public influence on local policies, the newspaper "Vesti" (News) organized meetings which brought together citizens, specialists from different fields, and local authorities to discuss the region's most important problems. A series of round-tables, a new web site and twelve issues of a monthly bulletin "Society and Power" served as a means for public discussion and development of ideas for new legal regulations. This increased the focus of regional legislation on the expectations of local communities, and resulted in the adoption of a law "About Private Medical Practices in the Kamchatka Oblast." In addition, as a result of public discussions, two other draft laws on local elections and facilities for housing associations were placed on the agenda of the Kamchatka legislative body.

Veter, Information and Consulting Center for Public Initiatives Support

\$26,309

Vladivostok, Russia

6/1/2002 - 5/31/2003

A center for interaction among non-profits, local authorities and mass media was created to raise the public profile of non-governmental organizations (NGOs) in Primorsky Krai. The project team provided public relations training for more than thirty NGOs, and involved 50 journalists to assist them in publicizing specific events and civic initiatives. Their establishment of a news Web site provided journalists with up-to-date information on the NGOs' activities and resulted in regular coverage of the civic organizations' activities in at least eight mass media publications. In addition, the NGOs, civil workers and journalists met at a series of joint seminars and discussions on vital, community-related

issues. As a result of one of these meetings, the Vladivostok Ecological Council was born. In addition to promoting a positive image of NGOs, it successfully increased their partnerships with local authorities.

Vladivostok Youth Public Organization Volunteers' Corps

\$34,722

Vladivostok, Russia

7/15/2002 - 3/14/2003

Shortage of qualified personnel in the regional voluntary youth movement and poor communications between NGOs, made it necessary to develop a youth voluntary network in order to better direct the energies and talents of future leaders in the Russian Far East (RFE). The project team worked with the Strategy Foundation of Kaluga to provide leadership, fundraising and project management training to RFE fellowship recipients of the V. Potanin Foundation in Moscow. Participants of the seminars developed and implemented twelve community action projects for their communities. They also created an RFE network of future leaders via the Web site <http://go.ngo.ru>, published four issues of a bulletin entitled "Go" and meticulously collected stories about volunteers' experiences throughout the region which were published in the booklet "Voluntary Rainbow." These activities energized the volunteerism movement and motivated many young people to actively participate in important social initiatives.

Zalog Territorial Self Governing Organ

\$31,187

Yakutsk, Russia

10/1/2000 - 1/31/2003

In Yakutsk, about 30% of all inhabitants live in private apartments receiving poor communal services from municipal structures. This is due to poor knowledge of the local laws regulating housing, and a lack of experience and apathy of the inhabitants in defending their housing rights. The grant had a significant impact on the region owing to the way it stimulated public interest in local decision-making by increasing the residents' knowledge of, and participation in, the Co-owner Associations (COA). COAs defend citizens' housing rights while working to ensure that they receive the communal services for which they pay. The project specialists presented four educational seminars and follow-up consultations to inform the general public and the COA leaders about the methods and advantages of organizing people locally. In addition, they drafted recommendations for legal acts regulating the activities of co-owners' cooperatives in Sakha Republic and submitted them to the regional administration. According to the grantee's final report, these amendments have not yet been adopted. The grant succeeded in popularizing the concept of COAs throughout the region and was responsible for the creation of 23 new COAs.

Tajikistan

Public TV Company SM-1

\$23,118

Khujand, Tajikistan

12/12/2001 - 3/31/2003

The jigsaw borders of the Ferghana Valley have a negative impact on the economic and daily lives of its residents, and could prove a source of conflict. To help mitigate this, three independent television stations, from Kyrgyzstan, Uzbekistan and Tajikistan jointly created and broadcast a television show focusing on the valley's problems -- such as restrictive trade and border-crossing regimes and water-use disputes -- to raise understanding and create popular support for reform. In all, the partners produced 30 half-hour episodes of "Voices of the Ferghana Valley," nine half-hour episodes of an accompanying analytical show, and 40 news briefs and public service announcements. The shows aired at prime time twice a week in all three countries. The grantees also held three roundtables, one in each country, with community and government representatives, on topics specific to the valley.

A ratings agency showed that the trilateral programming is widely watched and has strengthened the stations' commercial viability. An independent evaluation showed that the Uzbek station, Mulokot, from the start assumed a leadership position and helped develop the other two partners (a relationship that is also seen in other partnership projects, and which should be considered a valuable aspect of this type of project). The stations gained valuable experience in joint production. It also showed that programs on small-business development had more immediate impact than ones related to conflict mitigation. An unintended outcome was that, by raising the stations' profile, this project helped Echo Manasa, the Kyrgyz station, sign a memorandum of understanding to rebroadcast BBC shows. Following the grant, the stations continued producing and broadcasting "Voices." The stations have applied to the Foundation to expand the show's reach by adding three additional stations, one from each country.

NGO Oriyon

\$19,891

Poselok Djirgital, Tajikistan

6/1/2001 - 2/28/2003

Tajikistan adopted international accounting standards in 2001, but their implementation by companies has been somewhat slow, particularly in war-torn areas such as the Rasht Valley, where this grant was implemented. The grantee set up a training center for accountants, with the assistance of the Pragma Corporation, and during the course of the grant trained 64 accountants. Seventeen of these found work on farms or in agricultural businesses. Four went to work for local governments.

NGO Sudmand

\$9,007

Kulyab, Tajikistan

6/1/2001 - 5/31/2003

Young people in Kulyab suffer from massive unemployment, substantial heroin use, and post-conflict trauma. In an attempt to give young people better choices, the grantee set up a club for young leaders. The club cooperated with the local university and local authorities to provide seminars on leadership, tolerance, civil society, employment, and rights. The club registered as a separate NGO. Forty young people found work, using information received in the seminars. As a result, 4 are working at the local government, 2 have opened their own businesses and the rest work at both international and local NGOs.

NGO for Gender and Development**\$17,365****Dushanbe, Tajikistan 2/1/2002 - 8/15/2003**

Bureaucratic obstacles and a lack of legal guidance have slowed the development of private enterprise in Tajikistan. To stimulate reform efforts, the Eurasia Foundation provided support to the NGO Gender and Development to analyze legal documents regulating business activities and initiate a broad discussion on the findings with the public and legislative bodies. As a result of these discussions, four recommendations were delivered to the Tax Ministry for inclusion into the New Tax Code and three amendments were made in the laws governing the registration of legal entities and microfinance institutions.

NGO "Ilkhom"**\$11,282****Kulyab, Tajikistan 9/1/2002 - 5/30/2003**

Khatlon Oblast, on the border with Afghanistan, was hard-hit by the Tajik civil war, leaving many women widows. To help these women, the grantee gave trainings and consultations to 30 women on business basics. Partly as a result of this grant activity, eight opened small businesses, and ten groups of women received microfinance from a U.N. program.

NGO Bunyod**\$11,548****Rushan region, Gorno-Badakhshanskaya Obl, Tajikistan 3/1/2001 - 3/31/2003**

The remoteness of the Rushan region has slowed its transition from Soviet times. To speed this, the grantee set up an information center where citizens could find out about Tajik and international NGOs, and get consultations on topics ranging from government-citizen interaction to business planning. Under this framework, the grantee provided its services to 60 people and helped six communities receive international funding for small-scale infrastructure projects.

Center of Sociological Research Zerkalo**\$21,867****Dushanbe, Tajikistan 10/1/2001 - 3/31/2003**

Newspapers in Tajikistan generally do not factor reader demand into their publishing decisions. This causes the newspapers to miss market opportunities and makes them less responsive to readers. To address this, the grantee conducted a survey of readers and analyzed the content of ten leading newspapers, and shared the results with media managers and press organizations. Using this information, two newspapers opened, one oriented toward business and the other toward medicine. In addition, several newspapers changed their content to match reader demand.

Association of Sociologists**\$20,942****Dushanbe, Tajikistan 9/1/2002 - 10/31/2003**

Although Tajikistan has been undertaking economic reform for more than 10 years, living standards are decreasing. To engage citizens in the social and economic reforms, Professional Sociology Association, a local research NGO, conducted a survey of 2000 citizens in 16 regions to assess and analyze public opinion on the most urgent social and economic problems in the country. The survey revealed that 57% of respondents do not rely on the banking system; 60% prefer to save money in foreign currency than local currency; the unemployment rate has reached 50%, and nearly half of the respondents would prefer a centrally-planned economy to a market-oriented one. The findings of the survey were disseminated nationally on three radio and four television talk shows to foster discussion. As a result, 23 economic reform recommendations were directed to the current administration and shared with other interested organizations. These findings of the survey demonstrate that a high percentage of Tajik citizens are socially and economically vulnerable, underscoring the continued need for development assistance to Tajikistan. The Eurasia Foundation staff should carefully track the implementation of the recommendations which arose from this survey and identify prospects for future funding.

Agency for Strategic Research and Planning

\$2,978

Dushanbe, Tajikistan

4/1/2003 - 7/31/2003

Rural farmers in Tajikistan have only recently secured the freedom to farm without the excessive state interference characteristic of the Soviet era. Nevertheless, farmers continue to confront challenges such as the absence of an effective commercial structure to support private farming. The Eurasia Foundation provided a grant to the Agency of Strategic Research and Planning to research and analyze the challenges of post-privatization farming in the Gissar Valley region. A key element of the study was a survey of 6,325 farmers which revealed that approximately 85% of farmers wanted to create or join existing farmer cooperatives. After presenting these results at a regional farmers' conference, participants drafted policy recommendations to ease the creation of farmers' cooperatives in Tajikistan and presented them to the Ministry of Agriculture. With support from the Ministry of Agriculture, four farmers' cooperatives were established in the Gissar Valley. These cooperatives have applied for local registration and are currently awaiting approval.

Turkmenistan

Khemayat

\$17,408

Ashgabat, Turkmenistan 2/1/2002 - 11/30/2003

In connection with government reforms, 21,000 civil servants were laid off, including 4,000 in the Lebap region, where this grantee is located. To assist these and others in starting small businesses, the grantee gave seminars on overcoming administrative barriers to new businesses, not only for entrepreneurs, but for government and bank officials as well. It also gave computer classes and consultations. The grantee itself faced a number of administrative difficulties which had a negative impact on its own operations. Moreover, external factors severely hindered the prospects of the entrepreneurs who received assistance from the grantee.

Economics and Business School at Turkmen State Polytechnic Institute

\$2,978

Ashgabat, Turkmenistan 4/1/2002 - 7/31/2002

Municipal employees in Turkmenistan receive few opportunities for professional development. The grantee therefore set out to conduct a needs analysis to determine what types of trainings might be in demand. However, the grantee ran up against an unwillingness among government officials to provide needed information. This grant was to have formed the basis for a training program for local-government officials. But the inability to design a focused program and the continued lack of interest in decentralization would indicate that such an effort is premature.

Guldjema Ashirova

\$2,270

Balkanabat, Turkmenistan 10/1/2002 - 2/28/2003

The lack of reliable information about NGO activities is a serious impediment to a functioning civil society in Turkmenistan. This problem was especially acute in the Balkan region of Turkmenistan, where organizations had almost no contact with each other and no NGO needs assessment had ever been conducted. To combat the lack of information, the Eurasia Foundation awarded a grant to an independent researcher to conduct an NGO survey and needs assessment in the region. Following the research, the grantee compiled a regional NGO catalog as well as a series of six NGO information bulletins. The bulletins were distributed to nearly 500 organizations, far exceeding the anticipated demand. In addition, the grantee authored three articles about the activities of local NGOs that were picked up by the regional Balkan newspaper and conducted seven roundtables with participants from local government, NGOs and the media. Although the research and project activities took more time than expected, the project was completed because the researcher engaged government officials in a constructive manner at the outset of the project.

Club for Sports Veterans

\$2,955

Ashgabat, Turkmenistan 10/1/2002 - 3/31/2003

Lack of knowledge hampers Turkmenistani entrepreneurs. To rectify this, the grantee presented two seminars, on taxation and business basics, to a target group of 30 small-business people. It also organized two roundtables for the 30 trainees, with successful businesspeople and with government officials. After the grant, the grantee lost track of the trainees, and could not report any results.

Uzbekistan

Association of Accountants and Auditors of Syrdarya Oblast

\$17,619

Gulistan, Uzbekistan **7/1/2002 - 9/1/2003**

Uzbekistan adopted new accounting standards in 2002. Since then, many accountants have been trained in the new standards, which allow businesses to comply with tax rules and attract investment. But accountants working for small businesses have had fewer opportunities to receive training. To address this, the grantee trained 150 accountants from small businesses and assisted 156 businesses in converting to the new standards. Seventy of these trainees received certification in the new standards, and 15 received international certification. These are the second highest number of certifications within any Uzbek accountants' association. The grantee plans to continue the trainings, open branches in outlying regions, and translate needed materials into Uzbek.

Association of Business Incubators and Technoparks of the Republic of Uzbekistan

\$8,499

Tashkent, Uzbekistan **7/1/2002 - 4/30/2003**

Uzbekistan has a large network of state-supported business incubators. Unlike in other countries, these provide only training and consultations, rather than physical space, for small businesses. In Kazakhstan, incubators provide workspace, but sometimes lack capacity for training and consulting. To take advantage of the best of each model and to establish cross-border contacts, the grantee conducted a three-day seminar attended by 23 Uzbekistani and 10 Kazakhstani representatives of business incubators and supporting organizations. The seminar resulted in an agreement to form a cross-border working group, which held two subsequent meetings, and to explore further cooperation. The incubators should finance these steps themselves as a means of demonstrating their commitment and sustainable financing.

Association of Doctors - Volunteers "Revival"

Navoi, Uzbekistan **6/1/2003 - 5/31/2004**

In Uzbekistan, the Public Health Administration distributes publications of the Patients' Rights Code among medical employees only, leaving patients uninformed. To protect patients' rights in the Navoi region, the Eurasia Foundation supported an innovative project aimed at providing much-needed legal consultations to the victims of inappropriate treatment by health care workers and developing a mechanism to monitor cases of medical malpractice. Revival, an association of doctors and volunteers, planned to establish a center to disseminate information about medical mistreatment through the media and, therefore, increase people's awareness of their rights.

Prior to implementation, the Eurasia Foundation staff conducted a site visit. During the visit, staff uncovered fallacious financial and office management practices, insufficient project management capacity, and a shallow comprehension of the subject's intricacies accompanied by a lack of initiative to improve understanding. This project was subsequently closed.

This experience indicates that, prior to making funding decisions, Eurasia Foundation staff should consider conducting a mandatory site-visit to novice applicant organizations as well as to those who propose complex and innovative projects.

Bukhara Branch of Business Women's Association**\$14,492****Bukhara, Uzbekistan** 7/1/2002 - 4/30/2003

As a rule, if rural women are to succeed as entrepreneurs they require training that takes into account their lack of education and family commitments. The grantee prepared five modules designed for rural women and prepared 34 trainers throughout the country in their use. The grantee also directly trained 171 people and gave 226 consultations on starting businesses in the Bukhara region. Of these, 46 people opened their own business, 21 expanded existing ones, and 25 people received loans totaling about \$8,500. Given the grantee organization's success with this and prior projects, it is recommended that it concentrate on a self-financing mechanism to continue its work.

Bukhara Center of Information and Culture**\$9,028****Bukhara, Uzbekistan** 10/1/2002 - 12/31/2002

The creation of local charitable foundations has been hampered by inhospitable legislation and lack of awareness among potential funders. To address this, the grantee studied community foundations in Russia and researched local legislation. It then lobbied for enabling legislation by holding a conference, discussing foundations in print and electronic media, and submitting legislative proposals to the government. Shortly after the conference, parliament passed a law easing the creation of community foundations. The International Center for Non-Profit Law had recently staged a complementary effort, so credit for the law's passage - to the extent that any non-governmental organization can claim credit - must be shared.

Business Incubator Bukhoro, Ltd.**\$12,437****Bukhara, Uzbekistan** 7/1/2002 - 6/30/2003

In Uzbekistan, private enterprise training and consulting activities generally center on new business creation. Established business owners have had few professional development opportunities even though there is a demand for focused business training and consulting services. To meet this demand in the Bukhara region, the Eurasia Foundation supported Bukhoro Ltd., a business consulting firm serving more than 1,000 local entrepreneurs. Bukhoro Ltd. provided 206 business consultations and trained 316 local entrepreneurs on a fee-for-service basis. As a result, 48 businesses expanded their menu of services, 13 new businesses were established, 192 new jobs were created, and \$46,300 in credit was accessed by local businesses. Moreover, the grantee leveraged funds from the Ministry of Labor to conduct training for 60 unemployed persons. To meet the local demand for continuing education after the close of the grant, Bukhoro Ltd. established a Business Consulting Center with two local professional staff.

Business Incubator Chirchik**\$17,087****Chirchik, Uzbekistan** 7/1/2002 - 6/30/2003

A lack of knowledge about taxation and legal issues hinders the growth of small businesses. To address this, the grantee set up legal-literacy classes for businesspeople and conducted 11 outreach seminars for entrepreneurs in outlying regions. In all, more than 400 entrepreneurs received consultations.

Business Incubator Djizzakh**\$19,322****Djizzakh, Uzbekistan** 8/1/2002 - 9/30/2003

Legal ignorance of farmers led to concluding contracts, which did not consider their interests on the terms of payments, obligations of suppliers, access to loans. As a result, farmers incur losses and suspend or even stop their activity. Club of Business Meetings with participation of representatives of tax, customs, Prosecutor offices, courts, ministry of justice, and banks, coverage of these events in mass media are urged to ease running up entrepreneurship in the rural areas.

Grantee introduced a system of payment and in addition to grant funds earned about \$842, which were invested to the project activity. Well-done meetings and consultations led to adding extra sown areas to the farms (15 - 20 hectares), introducing accounting soft ware at six farms, establishing five new farms, getting loans for \$23,600 by five farms. The farm Sardor SDP set a Solar Photo-Electric Mechanism, which allow to have electricity always.

As a result, a quantity of bankruptcy was decreased in comparison with 2002, because 1,690 new farms were registered (16%). The total number of new job positions in the oblast became 8,712. The income of farms was increased on 18%.

Grantee is recommended for the grant on institutional development.

Business Women's Association of Djizzakh Oblast

\$12,691

Djizzakh, Uzbekistan 4/1/2002 - 3/31/2003

More than 2,000 ordinances affect small businesses, leaving entrepreneurs vulnerable to harassment from government officials. Against this backdrop, the grantee sought to increase the legal literacy of business people in its region. It held nine two-day seminars for 184 business people, gave 302 consultations, published 600 booklets on small-business people's rights, broadcast five television shows, and held a round table with business and government representatives. This grant helped 15 business people defend themselves in court. It contributed to the opening of 23 businesses and 28 work places. An unintended outcome was that a credit union was created. One shortcoming was that many activities took place during the harvest season, limiting farmers' participation.

Centre of Social Adaptation for the Women of Navoi Oblast

\$10,212

Navoi, Uzbekistan 8/1/2002 - 7/31/2003

The effectiveness of NGOs in the Navoi region is limited by their lack of information, financial skills, and cooperation among themselves. To address these problems, the grantee opened an NGO resource center. During the grant period, the resource center's staff prepared 12 consultants, who in turn worked with NGOs on financial management issues, and it provided leadership training to 45 representatives of NGOs. The center helped two new NGOs register -- a youth organization addressing rights questions and a school for NGO leaders -- and gave consultations to other start-up NGOs. These NGOs were able to register in as little as two weeks with the center's assistance, compared to as much as two months prior to the grant. The trainings also helped Navoi NGOs increase the number of volunteers from only 5 to 21. The center also created links between local NGOs and international organizations. As a result, several NGOs received training from the Organization for Security and Cooperation in Europe and from Winrock International on women's rights issues. The center continues to operate following the grant period, and is seeking support from the local mining concern.

Chamber of Auditors of Uzbekistan

\$23,392

Tashkent, Uzbekistan 10/1/2001 - 9/30/2002

Recent legislation requiring annual firm audits has raised demand for professional auditing services in Uzbekistan. To improve auditing practices, the Eurasia Foundation provided a grant to the Chamber of Auditors to develop materials to train 300 auditors in international accounting standards. In addition, the grantee cooperated with Pragma Corporation to provide training in international auditing standards to local firms. As a result, one of the participants has received approval to audit companies which have received loans from the World Bank. Another participant has signed contracts which allow it to provide auditing services to international firms.

Chamber of Commodity Producers and Entrepreneurs of Khorezm Oblast

\$16,710

Khiva, Uzbekistan

9/1/2001 - 8/31/2002

In 2001 there were just under 1000 small enterprises in the greater Khiva city and region. Private enterprise development was limited due to general ignorance of standard business practices and relevant laws. The Chamber of Commodity Producers and Entrepreneurs worked to provide legal information for businesses by creating a pool of professional business advisors and other services. The Chamber created a resource center for entrepreneurs, providing them with current information, literature on commercial law, legal databases, and access to the Internet, which would have been otherwise unavailable to local businesses. The Chamber reached out to the local government and police to cooperate on creating a better enabling environment for businesses. Training courses and consultations were also offered to 400 people. The Chamber plans to expand its work by instituting a payment scale for services. Projects as this are in great demand in Uzbekistan's provinces, but an organization's capacity to offer positive solutions is a crucial question in deciding to award future grants.

Credit-Informational Bureau under Uzbekistan Banking Association

\$2,767

Tashkent, Uzbekistan

1/1/2003 - 3/31/2003

In Uzbekistan, financial products and services offered to businesses are limited. One of the key barriers to the development of the financial sector is the difficulty in assessing credit risk. To prepare for the establishment of credit rating agencies, the Credit Information Bureau developed methodological materials for starting and running credit bureaus and drafted a legislative proposal to create an enabling environment for the establishment of credit bureaus. On December 15, 2003, the recommendations developed by the Credit Information Bureau were approved by government regulation # 547. Section 25 of the regulation provides for the establishment of a credit information bureau in Uzbekistan to collect and exchange information about the credit histories of commercial entities. The grantee continues to work toward the goal of bringing Uzbek financial legislation in line with international standards.

International Business School Kelajak Ilmi under Tashkent State Economic University

\$19,052

Tashkent, Uzbekistan

6/1/2001 - 1/31/2003

Uzbekistan tightly controls higher education, hampering the development of new curriculum. The grantee is the country's only private business school, and provides an education that is in general superior to that at state schools. For this, the Eurasia Foundation identified it as the target of a partnership program with the William Davidson Institute of the University of Michigan. To help the school prepare for this partnership, an American consultant helped it develop administrative procedures and refine its curriculum.

Invest Trust Center of Bukhara Oblast

\$20,932

Bukhara, Uzbekistan

7/1/2002 - 4/30/2003

As in other parts of the former Soviet Union, lack of financing hinders private farmers and small businesses surrounding the ancient Silk Road city of Bukhara.. The grantee is a business association, with farmers and agricultural businesses making up about 70 percent of its membership. In response to their request, the grantee offered trainings and consultations in preparing projects for investment. In total, 25 business plans were written with the grantee's assistance. Sixteen of these received financing totalling more than \$900,000. The grantee's membership doubled to 260 members during the project period, and is sustainable based upon membership dues. It also formed a partnership with the European Bank for Reconstruction and Development's business consulting department. The grantee had intended to attract hard-currency financing, but at the time the Uzbek currency was not convertible, which limited this opportunity. The grantee should be able to continue assisting its members with attracting investment, and in October the Uzbek government announced convertibility, which should ease difficulties with foreign investment.

Ishonch, Ltd.**\$11,262****Namangan, Uzbekistan 4/1/2002 - 3/31/2003**

A lack of information about establishing joint-stock companies, coupled with poor corporate governance practices of joint-stock company shareholders, has impeded securities market development in the Namangan region of Uzbekistan. In order to encourage investment in joint-stock companies and improve their operational effectiveness, the Eurasia Foundation provided a grant to to gather and disseminate information about the regional securities market. Ishonch Ltd., with assistance from local government officials, compiled and disseminated securities market information through a dedicated website (www.jscinfo.com), regional newspapers and a self-published news bulletin. Four issues of their securities market news bulletin were published and distributed to 1,630 shareholders and investors. In addition, Ishonch Ltd. provided free Internet access and training to 203 businesspeople in Namangan. Moreover, the grantee published a how-to Internet manual. A critical success factor of this project was securing local government buy-in and support.

Karakalpak Republican Branch of the Business Women Association Tadbirko**\$16,090****Nukus, Karakalpakstan, Uzbekistan 6/1/2001 - 7/31/2003**

A lack of legal information in western Uzbekistan adversely affects small-business people's ability to defend their rights and develop their businesses. To address this, the grantee set up the first legal-information center in Karakalpakstan. During the grant, 158 small-business women received training and 322 consultations were offered. This helped women start five new businesses, create 62 new jobs, and receive loans and leased equipment totaling more than \$17,000. The project also established a system of paid services. The center has set up partner relations with a law firm to defend the legal rights of entrepreneurs, as well as with a university for education programs. In addition, the organization has contributed input into several legislative initiatives as a representative of small businesses.

Khayot Center for Support of Disabled People**\$8,976****Samarkand, Uzbekistan 5/1/2002 - 4/30/2003**

Pulling together professional training with skills of conducting small business enables people with limited opportunities establish themselves in the small business environment. Such services as a mini-laundry, a copying center, a confectionery and a sewing workshop are currently higher in demand in the region. Developing training modules, carrying out of training and consultations on small business basics in the sphere of consumer services and attracting successful businessmen have led to creation of the planned four enterprises, opening of one more, and delivery of documents for registration on the sixth. Besides, an organization from Nukus expressed a demand for the training services of the center. Experience of the organization under the project is real for application in other regions.

Kokand City TV Studio Mulokot**\$19,075****Kokand, Uzbekistan 12/12/2001 - 1/31/2003**

The jigsaw borders of the Ferghana Valley have a negative impact on the economic and daily lives of its residents, and could prove a source or conflict. To help mitigate this, three independent televisions stations, from Kyrgyzstan, Uzbekistan and Tajikistan jointly created and broadcast a television show focusing on the valley's problems -- such as restrictive trade and border-crossing regimes and water-use disputes -- to raise understanding and create popular support for reform. In all, the partners produced 30 half-hour episodes of "Voices of the Ferghana Valley," nine half-hour episodes of an accompanying analytical show, and 40 news briefs and public service announcements. The shows aired at prime time twice a week in all three countries. The grantees also held three roundtables, one in each country, with community and government representatives, on topics specific to the valley.

A ratings agency showed that the trilateral programming is widely watched and has strengthened the stations' commercial viability. An independent evaluation showed that the Uzbek station, Mulokot, from the start assumed a leadership position and helped develop the other two partners (a relationship

that is also seen in other partnership projects, and which should be considered a valuable aspect of this type of project). The stations gained valuable experience in joint production. It also showed that programs on small-business development had more immediate impact than ones related to conflict mitigation. An unintended outcome was that, by raising the stations' profile, this project helped Echo Manasa, the Kyrgyz station, sign a memorandum of understanding to rebroadcast BBC shows. Following the grant, the stations continued producing and broadcasting "Voices." The stations have applied to the Foundation to expand the show's reach by adding three additional stations, one from each country.

Law Firm "Khimoya Kalkoni"

\$14,483

Fergana, Uzbekistan

5/1/2002 - 8/31/2003

As a result of limited access to legal information and services, the rights of private entrepreneurs are frequently violated in Uzbekistan. To support private sector development in Fergana City, Uzbekistan, the Eurasia Foundation supported the law firm "Khimoya Kalkoni" to provide 3,000 consultations to entrepreneurs in three communities. As a result of these consultations, the businesses secured the return of illegally confiscated commodities, registered their businesses, purchased land, received credit and won court cases. One of the unexpected results of the consultations was a 12% decrease in illegal business activity in the region from 2002 to 2003, as measured by outstanding court cases. At the request of the Department of Local Business Development, the grantee conducted similar consultations in 21 communities. As part of its lobbying efforts, the grantee prepared a list of recommendations to the local Ministry of Justice to strengthen the legal rights of entrepreneurs in the Fergana Valley. In addition, the grantee joined Citizen's' Rights Advocacy Network in Fergana Valley, supported by the American Bar Association/Central and Eastern European Law Initiative. Finally, the grantee established branches of its consulting center branches in rural areas. These branches, however, were not sustainable due to a lack of financial resources and appropriate equipment. As the grantee learned, the legal reform process requires additional lobbying efforts. Therefore, based on evaluation findings, the grantee should prepare a proposal to follow up on the results of this project.

Libraries' Association of Uzbekistan

\$16,262

Tashkent, Uzbekistan

4/1/2002 - 3/31/2003

Electronic Information for Libraries, an independent library foundation, supports the enhancement of electronic library resources in foundation member countries, of which Uzbekistan is one. With support from eIFL, the Uzbek National Foundation "Ustoz" has provided subscriptions to the Economics, Business, Management, and Social Sciences database in 84 libraries throughout Uzbekistan. Librarians and association staff, however, lacked the necessary information management skills to access the information from library electronic resources effectively as well as the skills to train others to use the database. With Eurasia Foundation support, the Uzbekistan Libraries Association conducted a series of information management training activities for library staff and other users. During the project, 766 people were trained to use the database, including 30 trainers. In addition, a Training Center on international information databases was established during the project. As a result of the project, the number of users doubles every quarter and academic institutions have begun to incorporate the use of electronic resources into curricula. A lesson learned from the project is that building on projects supported by other donors can lead to sustainable results.

Magazine Bozor, Pul va Credit**\$14,806****Tashkent, Uzbekistan 11/1/2002 - 7/31/2003**

An April 2002 law allows for the formation of credit unions in Uzbekistan. These are more accessible to small and start-up businesses, which often do not meet the lending criteria of commercial banks. To inform small businesses about this new financing option, the grantee started a magazine called "lending markets," established a hot line, and held a roundtable to highlight problems and opportunities of credit unions. Based on these activities, the grantee made several recommendations for improving credit unions. The government adopted these and issued rules that standardized credit-union operations and accounting. At the end of the grant, members of the 10 then-registered credit unions expressed interest in paid subscriptions.

Namangan State Engineering and Economics Institute**\$14,630****Namangan, Uzbekistan 10/1/2001 - 11/30/2002**

University graduates are often unprepared for the workforce, owing to a lack of basic computer and business skills. To redress this, the grantee developed a new curriculum after consulting with local businesses to find out their needs. It then opened new courses in taxation, banking and management, and trained a pilot class of 24. Fifteen of these students found work in leading industries in the region.

Nufuz Ta'lim, Ltd.**\$10,612****Tashkent, Uzbekistan 7/1/2002 - 6/15/2003**

Non-Russian speakers in business-support institutions lack access to information about microfinance, limiting the opportunities to provide financing to entrepreneurs particularly in rural areas. The grantee translated three guidebooks on setting up and managing microfinance institutions into Uzbek, and distributed 50 copies of each to business and credit organizations. Following the grant, eight new microfinance providers opened, taking advantage of a new more permissive microfinance law.

Paritet-AR Training Production Enterprise for the Disabled**\$26,600****Tashkent, Uzbekistan 2/1/2002 - 4/15/2003**

The Soviet Union's legacy of low community involvement in alleviating social problems is evident in Uzbekistan, particularly in the southern rural areas. The Eurasia Foundation contracted a Tashkent-based organization to conduct a series of seminars on designing, mobilizing resources for and implementing self-help programs in the city of Sherabad in the southern region of Surkhandarya. A subsequent grant to a local Sherabad organization perpetuated this work and ensured localization of mobilization activities. As a result of this project, a number of community groups have worked together in designing several projects, including ideas to establish youth clubs and sports leagues as well as reintegrate criminals into society. Community members are currently engaged in fundraising activities to finance these locally-generated project plans.

Self-Help Fund for Entrepreneurs**\$10,047****Gulistan, Uzbekistan 10/1/2002 - 9/30/2003**

Until their legalization in April 2002, credit unions in Uzbekistan had been operating as part of the informal economy. To improve the institutional capacity of the newly-legal credit unions, the Eurasia Foundation supported an extensive training program in which a team of specialists worked with credit unions to develop credit policies, organizational by-laws, and other management tools. During the implementation period, however, the project director's performance in personnel management, project timeliness, and disbursement of loans was deemed unprofessional. After Eurasia Foundation staff suspected that grant funds had been diverted to unauthorized activities, the Eurasia Foundation suspended the grant and carried out a thorough investigation. After the investigation confirmed the unauthorized use of funds, the grant was closed.

The indicators reflect results from the beginning stage of the project.

Training and Consulting Centre for Market Relations at the Ministry of Macroeconomics
\$12,615

Tashkent, Uzbekistan **11/1/2002 - 4/30/2003**

As a result of the slow transition from a centrally-planned to a market economy, there is an urgent need to support the economic autonomy efforts of regional governments. To increase the effectiveness of regional government officials, the Eurasia Foundation provided a grant to the Market Economics Consulting Center under the Uzbek Ministry of Macroeconomy and Statistics, to conduct a series of economic decision-making and planning seminars for civil servants across the country. The trainers hired by the Consulting Center are experts in fiscal decentralization issues and have been trained by the World Bank and the United Vienna Institute. As a result of the project, 79 regional government employees were trained in regional strategic economic development. In addition, the grantee published a manual on regional social-economic policy analysis. While the project achieved the expected results, its impact could have been broader if Eurasia Foundation program staff had worked more closely with the grantee to provide recommendations for enhanced outreach.

Union of Beekeepers of Fergana Oblast

\$26,730

Fergana, Uzbekistan **12/1/2002 - 12/31/2003**

The tightening of the Kyrgyz-Uzbek border has limited beekeepers' ability to spend the spring season in the valley's basin and the summer in its mountains, as needed to maximize their harvest. At the same time, beekeeping, popular as a hobby during the Soviet Union, has emerged as a viable small-business. In order to assist its members, the grantee gave trainings and consultations on tax, customs and other business issues. As a result, the grantee helped several members avoid fines, fees and impoundment of their honey. It assisted with writing 63 export contracts, with a total value of more than \$37,000. And about 25 new beekeeping businesses opened. This grant helped develop the organization itself, from primarily a hobbyists' club into a business association. This project was followed by a partnership grant with a Kyrgyz beekeeping association, which will more specifically address the ability of beekeepers to cross borders.

Women's Resource Center

\$7,676

Alat district of Bukhara Oblast, Uzbekistan **5/1/2002 - 4/30/2003**

Women in the Altai district of the Bukhara province face difficult economic conditions. To address this, the Women's Resource Center conducted a series of 10 seminars on business planning and law with 193 participants, of which 160 are women. In addition, the Center provided 379 consultations, including 225 on legal issues. The Center compiled a database of 132 local women entrepreneurs. Of these, 25 established businesses, 26 received credit to expand their businesses and 14 expanded their businesses activities during the project.

Youth Education Center "Teenager"

\$4,604

Samarkand, Uzbekistan **5/1/2002 - 10/31/2003**

Volunteerism presents the opportunity to bolster social programs and teach young people positive values. To raise awareness of this, the grantee held a series of seminars, conferences and roundtables with governmental and non-governmental organizations and young people, with a total attendance of 91. After the events, 24 students became volunteers in NGOs and community organizations.

PARTERSHIP GRANTS

International Center for Not-for-Profit Law

\$262,059

Washington, DC **8/15/2001 - 12/31/2002**

In the year 2000, Azerbaijan and Georgia passed new laws to ease the registration process for non-governmental organizations in order to meet accession requirements to the Council of Europe. Although the new laws intended to simplify registration procedures, officials lacked clear guidance on streamlining the new law with existing tax codes, thereby making the registration process more restrictive than earlier envisioned. In order to address this concern, the International Center for Not-for-Profit Law developed a program to help improve the statutory and regulatory environment for non-profit and charitable organizations in Azerbaijan and Georgia. Activities of the grant focused on revising current laws on registration for local NGOs in Azerbaijan and improving the tax code affecting local charities and NGOs in Georgia. Through the creation of a sustained coalition of NGOs in Azerbaijan, amendments to the draft law on registration were made, thereby eliminating the need to acquire prior registration before establishing a new NGO. In addition, a coalition of national NGOs in Georgia created its first joint advocacy plan in May 2002 in order to advocate against the President's suggestions of a new tax on grants. As a result of their campaign, the idea to create a special tax on grants was dropped by the government.

ISAR, Inc.

\$100,000

Washington, DC **10/1/2001 - 9/30/2002**

Contrary to popular belief, the bulk of the long term damage from the 1986 Chernobyl nuclear disaster remains in Belarus, rather than in Ukraine. Following this catastrophe, grassroots environmental organizations began to question state authority and attempted to hold the government accountable for its destruction of the environment, thereby paving the way for other civic organizations to challenge the Soviet system and the institutions by which it attempted to control its citizens. With the help of this grant, ISAR was able to provide \$37,400 in small grants to assist 30 different environmental NGOs in Belarus. This small grant program has allowed civic organizations to continue to engage local authorities on issues important to the population, and to broaden citizen participation in decision-making. In an environment particularly hostile to public dialogue and organizations that promote it, the grantee managed to secure some measure of support from Belarussian authorities, including tax-exempt status for themselves as well as the local grantees they support. In addition, their subgrantees were successful in engaging the local government authorities in cooperative dialogues about various environmental issues.

Texas A&M Research Foundation

\$126,876

College Station, Texas **3/1/2000 - 8/31/2003**

Business education programs have made great strides in the NIS during the past decade, but they still suffer from a lack of local case studies. With funds from this grant, Texas A&M coordinated the production of six full-length, western style case studies by linking US business professors with counterparts in Moscow and St. Petersburg. The process of generating these case studies strengthened faculty and institutional relations with the local business community, and gave local faculty a much broader understanding of how to approach and teach case studies. By making these case studies available to other institutions in the region, the partners established a precedent that will stimulate more locally-produced education resources throughout the NIS.

World Bank Institute

\$102,869

Washington, DC

4/1/2002 - 3/31/2003

Scholars, civil servants and civic leaders in Central Asia are isolated from international community and have few training opportunities to support their professional development. Local institutions lack the physical and human resources and infrastructure to conduct independent research and raise skill levels to international standards. As part of the World Bank Institute's program, Capacity Building in Economic Policy for Central Asia, this grant supported 8 training seminars, primarily for government officials, in Kazakhstan, Uzbekistan, Tajikistan, and the Kyrgyz Republic. Although difficult to monitor the success of such training programs, the WBI Evaluation Unit conducted 107 surveys of the total 257 training participants. The training sessions did not reach key decision-makers and in some cases were not well coordinated, but participants found that the training improved their public service skills, increased the capacity of their institutions, promoted information sharing, and helped build intercity and inter-country networks of public officials.

World Education Inc.

\$111,104

Boston, Massachusetts

10/1/2001 - 10/31/2002

The lack of a legislative framework for credit unions in Ukraine prevented the efficient growth of the industry, allowed for the operation of fraudulent credit unions and undermined the credibility of legitimate credit unions. In order to address these deficiencies, World Education, working with the Ukrainian National Association of Savings and Credit Unions, engaged in credit union advocacy, extensive capacity building training in the regions, and the development of credit union certification standards. As a result of the grant, the partners facilitated the passage of a new law on credit unions, which was adopted in early 2002, credit union assets increased from \$9.1 to \$11.8 million, collective membership increased from 124,000 to 145,000, and share capital increased from \$1.3 million to \$1.7 million.

Appendix D

U.S. Government Grants by Country and Strategic Objective

(includes descriptions of competitions and special programs)

Armenia

1.3 Private Enterprise Development

Elegia Cultural NGO

\$35,518.00

To strengthen the region's contemporary art market and further its integration into world culture through an annual international exhibition. The project partners will explore ways to improve the business skills of modern artists and other art business actors, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, project participants plan to conduct a series of activities that will pave the way for holding an art exhibition entitled Caucasus Art Expo. These activities include conducting market research on the contemporary visual art market throughout the region, organizing a series of marketing trainings for art professionals, creating a database of contemporary visual art and crafts, developing a web-site, and producing an electronic business guide and catalogue. The partners also plan to create a coordinating center, which will take responsibility for arranging the exhibition on an annual basis.

Armenian Agricultural Academy, State Organization

\$21,485.00

To increase the employment potential of Armenian Agricultural Academy (AAA) graduates and their job placement within Armenia's agribusiness sector. The project will be implemented through the establishment of a Career Placement and Counseling Office (CPCO) within the AAA, and, through development of linkages between the AAA and Armenian private enterprises, the Ministry of Agriculture, agribusiness employers and in-country farmer associations. The CPCO is designed to serve graduates of the Academy (years: 2002,2003,2004) during the first nine months of the project and continue to expand its client base by involving the full student body in year two.

2.1 Citizen Political/Economic Participation

International Center for Human Development (ICHD)

\$34,991.00

To advance economic growth and political stability in the South Caucasus by promoting regional integration of energy systems. The grantees will research the basic technical, financial, and legal provisions necessary for reintegrating national energy systems and for linking energy systems in the South Caucasus to neighboring countries. A series of analytical papers will be published, describing the current conditions in the national energy sectors, development trends for the future, as well as the possibilities for and the benefits of reintegration. These papers will form the basis of policy recommendations to be distributed to policymakers and other stakeholders. The project will encourage communication between energy experts and policymakers in the region, and lead to adoption of efficient and effective energy legislation that allows for regional integration.

Center for Regional Development

\$40,441.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

Third Nature NGO

\$21,397.00

In support of development of condominiums in Gyumri and in the Shirak region. Through this grant, a resource center will be created to provide professional and technical assistance to condominiums; a condominiums promotion campaign will be conducted which will include meetings with tenants of multi-apartment buildings; Promotional material to support condominiums will be disseminated through media outlets; and training and consulting services will be provided to newly-created condominiums. The Center will have its Internet page and will issue a quarterly information bulletin. As a result of the program about 45-50% of multi-apartment buildings in Gyumri and the Shirak region will be successfully governed by condominiums.

*Creation of Armenian-English & English-Armenian Online Translator
The Eurasia Foundation's Armenia office seeks to create software to develop an online
Armenian-English and English-Armenian translator.*

State Engineering University of Armenia

\$35,000.00

In support of more active information exchange through creation of an online English -Armenian and Armenian-English translator. Project activities will include technical creation of the translator and placing it in the Internet.

Azerbaijan

1.3 Private Enterprise Development

Agroproyekt, Ltd.

\$29,188.00

To increase the effectiveness and productivity of the agricultural sector in the country's arid zones through the introduction of drip irrigation. The project will study alternative methods of drip irrigation and will design a model system that is optimized to local climactic conditions. This model will be introduced and tested at a selected experimental site. A documentary film featuring the application of the method will be created and distributed among regional farmers, who will also receive training and all the technical documents to allow them to introduce an optimized drip irrigation system on their farms.

Taraggi Scientific and Industrial Union

\$34,955.00

To support the creation and development of the network of fish farms through the introduction of modern technologies and international experience in this field. The activities will include the publishing of specialized literature and training on the most effective methods of fish farming in developed countries. 10-15 farms with the potential and willingness to develop pilot fish farms will be identified and selected. The business plans for these fish farms will be developed and presented to financial institutions and governmental agencies for potential funding. The project will also pave the way for the further introduction and development of fish farming as a promising income-generating sector of the economy.

Union of Artists of Azerbaijan

\$34,988.00

To strengthen the region's contemporary art market and further its integration into world culture through an annual international exhibition. The project partners will explore ways to improve the business skills of modern artists and other art business actors, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, project participants plan to conduct a series of activities that will pave the way for holding an art exhibition entitled Caucasus Art Expo. These activities include conducting market research on the contemporary visual art market throughout the region, organizing a series of marketing trainings for art professionals, creating a database of contemporary visual art and crafts, developing a web-site, and producing an electronic business guide and catalogue. The partners also plan to create a coordinating center, which will take responsibility for arranging the exhibition on an annual basis.

2.1 Citizen Political/Economic Participation

Gender and Human Rights Research Union

\$10,990.00

To increase women's participation in the 2004 municipal and the 2005 parliamentary elections in ten rural regions. The project will organize training seminars in ten rural regions on voting rights and responsibilities for more than 180 women, who will then lead voter education seminars in their communities. 500 copies of a book entitled "Woman and Elections" will be prepared, published and distributed to trainees and relevant NGOs.

Ziya Society of Juridical and Sociological Researchers

\$22,533.00

To support the improvement of municipalities by establishing a Center for Legal Assistance to Municipalities and by training municipality officials on their legal rights and responsibilities. Under this project, regional seminars on "Legal Responsibilities of Local Governments" will be conducted for 300 municipality officials and their employees in Baku, Ganja, Nakhchivan, Guba, and Lankaran. At the legal assistance center, local government officials will receive free legal consultations on municipality issues. The center will also house a new municipality law library that local government officials can use free of charge. A comprehensive web site on municipalities and Azerbaijani legal code will also be created.

International Law Association

\$18,877.00

To support decentralization and the strengthening of local governments in rural Azerbaijan by increasing municipalities' capabilities to carry out their constitutionally mandated responsibilities. The project will provide seminars covering the development of local economic policy, town planning and land use, financial management, and budgeting in eight rural regions for 240 municipality members and local NGO representatives. In addition, to increase public awareness of these important subjects, the major discussion points from the seminars will be featured in a TV show broadcast on one national and four regional networks.

Entrepreneurship Development Foundation

\$33,780.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

2.2 Improved Legal Systems

Society of the Women of Azerbaijan for Peace and Democracy in the Transcaucasus

\$21,100.00

To support the increase of women's awareness of their civil, legal and human rights using educational documentary films. A series of 10-12 minute TV shows will be produced, dramatizing real life situations on seven topics, including trafficking, family violence and the division of marital property. Based on actual incidents, the films will demonstrate specific abuses of civil, legal and human rights and conclude with information on assistance that is available to victims. The shows will be broadcast weekly over a two-month period on one national and eight regional TV channels, providing wide coverage of these critical issues.

Belarus

1.3 Private Enterprise Development

Professionals for Development Public Union

\$18,030.00

To foster the development of credit union operations and cooperation. The Project will conduct a credit union public information campaign in the national and regional press and publish a new "How to Create a Credit Union" manual. To help institutionalize the program, the grantee will organize 14 regional round tables aimed at defining initiative groups and subsequently to provide follow-up consulting services for those groups. The project team will develop a model charter and an accounting policies and procedures manual for credit unions. The grantee anticipates creation of at least one credit union by the end of the project. Project implementation will help to create favorable environment for the development credit unions, that will in turn increase the volume of consumer and commercial lending.

Stolny Society for Mutual Lending

\$14,493.00

To accelerate the development of the credit union movement. The grantee will register a pilot credit union at the commencement of the project. Lessons learned will be used to draft amendments to current legislation and submit them for review by the Cabinet of Ministers and the National Bank. The project team will create a center for consulting on credit union issues, organize a series of 16 seminars in Minsk and the regions, and provide training to groups willing to create a credit union. A public information campaign through the national and regional media will be leveraged with a booklet published and disseminated to the target audience and a credit union information web-site. A field trip of two Belorussian experts to Ukraine will help establish contacts with Ukrainian credit unions and study their experience. This project will help provide access to capital for small businesses and increase the purchasing capacity of citizens.

2.2 Improved Legal Systems

Belarus State University

\$22,270.00

To foster the development of public legal clinics. The grantee will create a legal clinic education coordination center within the current legal clinic at Belorussian State University, and promote the public legal clinic concept among teachers, law students, and the public, as well as assist in creation and start up of at least 3 regional clinics. The project team will also develop two new educational programs entitled "Legal Education for Secondary School Students" and "Legal Assistance to the Convicted." The project will improve access of socially underserved groups to legal support and protection of rights while also improving the practical skills of law students.

Georgia

1.3 Private Enterprise Development

Association for a Healthy Environment Alliance

\$31,644.00

To promote the advancement of the mineral water industry through the development of a national standard for bottled mineral water. The project will include analyses of the major mineral water springs followed by the elaboration of a standard based on European Union technical norms for bottled mineral water. The draft standard will be circulated among local entrepreneurs involved in the mineral water business and the appropriate governmental agencies. The draft standard will also be directed to the International Bottled Water Association and the European Bottled Watercooler Association to receive their comments and recommendations. Adoption of a national standard that is in harmony with international norms will improve the quality of local bottled water products and contribute to their advancement in international markets.

New Art Union

\$34,362.00

To strengthen the region's contemporary art market and further its integration into world culture through an annual international exhibition. The project partners will explore ways to improve the business skills of modern artists and other art business actors, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, project participants plan to conduct a series of activities that will pave the way for holding an art exhibition entitled Caucasus Art Expo. These activities include conducting market research on the contemporary visual art market throughout the region, organizing a series of marketing trainings for art professionals, creating a database of contemporary visual art and crafts, developing a web-site, and producing an electronic business guide and catalogue. The partners also plan to create a coordinating center, which will take responsibility for arranging the exhibition on an annual basis.

2.1 Citizen Political/Economic Participation

ALPE, Association for Legal and Public Education

\$14,580.00

To ensure a high voter turnout for the January 4, 2004 Georgia presidential election through the production of specially designed public service announcements (PSA) and their broadcast by four leading national TV companies. The project will contribute to the building of trust in the election process and encourage people, especially youth, to be actively involved in the pre-election and election processes. The project is co-funded by the Swiss Agency for Development and Cooperation (SDC) and will be implemented with the cooperation of the Georgian Central Election Commission, and the TV companies Rustavi 2, Mze, Channel 1 and Imedi.

Association of Young Economists of Georgia

\$49,945.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

Sociological Research Center Union**\$62,236.00**

To ensure fair coverage of the 2003 parliamentary elections in Georgia as well as to increase public trust in the election process by conducting a nation-wide, public opinion poll and a nation-wide, election day exit poll survey. The results of the polls will be regularly and timely broadcast on Rustavi 2, an independent TV station. The project involves the cooperation of several Georgian and international organizations. An expert from the Global Strategy Group, an international polling firm, will provide training on international standards and methods for conducting exit polls. The participation of this respected international partner in the project will increase public trust in the exit poll results and facilitate public discussion on the election process itself. Additionally, the project will contribute to the development of local capacity to conduct impartial and quality research on election processes. The project is a result of cooperation by the Center for Sociological Research (CSR), the Global Strategy Group (GSG), the Institute of Polling and Marketing – Georgia (IPM), the Business Consulting Group (BCG) and Rustavi 2 TV station and is financed by the Eurasia Foundation (USAID), the Open Society – Georgia Foundation and the British Council.

Welfare Guarantee, the Union of People with Limited Possibilities**\$12,048.00**

To ensure high public participation and the protection of voters' rights during the March 28, 2004 Parliamentary elections in Georgia by carrying out a public awareness campaign, targeting the visually impaired and other disabled voters. The project will be implemented with the cooperation of the Central Election Commission of Georgia. The project will contribute to the building of public trust in the election process and encourage people, especially the disabled voters and their family members, to actively participate in the election.

Green Wave Association**\$2,980.00**

To ensure increased and better-informed citizen participation in the political process through the fair coverage of the 2004 parliamentary elections by Green Wave Radio and its partner regional radio stations. Green Wave will broadcast a series of live discussions as well as special news and educational programs related to the elections. The grantee will design and broadcast a series of multilingual public service announcements specifically targeting national minorities residing in Georgia. The project will increase citizen turnout at the elections and contribute to better-informed voter decision-making.

Kazakhstan

1.3 Private Enterprise Development

Almaty Bank Training Center

\$30,058.00

To increase the effectiveness of microfinance programs in Kazakhstan by introducing self-evaluation methodologies. The grantee will provide evaluation training for 100 local microfinance practitioners and produce assessments of 20 local microfinance institutions. This project, co-funded by the Eurasia Foundation and the Organization for Security and Cooperation in Europe (OSCE), will identify and disseminate local best practices.

Kazakhstan Tourist Association

\$2,441.00

To develop small and medium business in the sphere of domestic tourism in Kazakhstan. The Kazakhstan Tourist Association will hold a round table for representatives of travel agencies, hotels, airlines, institutions of higher education, and government agencies in order to generate a list of recommendations for national and local government to eliminate current administrative and legal barriers to domestic tourism. The round table should lead to measures that will foster growth of domestic tourism, one of the most promising niches of the tourism market in Kazakhstan.

2.1 Citizen Political/Economic Participation

Al-Farabi, Kazakh National University

\$16,470.00

To increase the quality of economics education and research in Kazakhstan. Senior level economics professors from Moscow-based New Economic School will provide cutting edge training in econometrics, statistical analysis and mathematical modeling to select members of Kazakhstani economics faculties, who will in turn train 125 economics professors from across the country. This project, co-funded by Eurasia Foundation and ExxonMobil Kazakhstan, will provide a basis for improved economics research and policy analysis.

NGO Informational Center - Kazakstan Press Club

\$34,420.00

To increase the financial self-sufficiency of regional independent print media. The grantee will train newspaper executives in business administration, marketing and financial management. This grant, co-funded by the British Government, is part of a larger business development program focusing on both Kazakh and Russian language newspapers in southern and western Kazakhstan.

Kyrgyzstan

1.3 Private Enterprise Development

Kyrgyz Community Based Tourism Association

\$27,066.00

To support the development of community-based tourism in Kyrgyzstan. The grantee will conduct seminars to train selected communities in business planning, skill building, and marketing, as well as assist them in establishing critical business ties in the tourist industry. The grantee will also issue informational materials and help the target communities organize into an electronic network. The project will promote the improved socioeconomic situation of rural communities in provincial Kyrgyzstan. This project is co-funded by USAID and Swiss Association for International Cooperation Helvetas.

2.1 Citizen Political/Economic Participation

Library-Information Consortium Association

\$17,965.00

To increase public access to the library resources of the Kyrgyz Republic. The project calls for the opening of access to a consolidated catalog of library resources both by Internet and CD-ROM, as well as training for librarians in the capital and provinces in providing technical support. The project aims to give readers of one region access to the library resources of another, which will assist in creating a national electronic library network.

Kyrgyz Psychiatric Association

\$26,175.00

To strengthen advocacy for civil rights of the mentally ill in Kyrgyzstan. The grantee will analyze government compliance with the rights of the mentally ill and work with focus groups to develop new legislation on psychiatric care. This grant will draw public attention to the need to defend the rights of an underserved sector of Kyrgyz society and serve as a model for the advancement of civil rights of other underprivileged groups.

Chuy-Konush Regional Association of Home Owners of Chuy Oblast

\$18,949.00

To support the development of customer-oriented utilities service. The project will provide for a series of round tables and training seminars for housing cooperatives, local administration and the public in order to raise consumer awareness and increase the responsibility of utilities providers for the quality of their product, as well as to implement the practice of contract-based utilities service for large apartment buildings. This project aims to serve the development of consumer rights and increase accountability of utilities providers in the Kyrgyz Republic.

Osh-Konush Regional Association of Home Owners of Osh Oblast

\$24,131.00

To stimulate grass-roots activism among consumers in order to increase the accountability of utilities providers for service quality in the southern regions of the Kyrgyz Republic. The project calls for training chairmen of housing cooperatives, accountants, members of housing associations and local authorities in utilities service management; and also the lobbying of utility consumers' interests at the national level. It is expected that residents of 5 cities and 7 regions will broaden their consumer awareness and will learn to defend their rights in the utilities market, which will promote the development of that market and the preservation of housing resources across the country.

Public Fund of Assistance to the Development of Legal Infrastructure and Education
\$16,800.00

To promote the fair treatment of Kyrgyz national migrant workers in the Russian Federation. The grantee will conduct a study to explore the problems faced by migrant workers and propose concrete steps towards their resolution. The project will conclude with the publication of the study's findings and a round table attended by government officials of the Kyrgyz Republic and Russia as well as NGOs, which will lay the foundation for cooperation to defend the rights and legal interests of migrant workers in Russia.

Aibek NGO
\$8,847.00

To increase labor migrants' awareness of their rights. The grantee will conduct training seminars in the Jalal Abad region of Kyrgyzstan on legal means of labor migration and concomitant rights and responsibilities for labor migrants and three rural administrations. The project will result in the creation of an informational and organizational base for the protection of rights and legal interests of labor migrants from Jalal-Abad region both at home and abroad.

Fergana Valley Initiatives
The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.

CIMERA
\$157,732.00

To prevent conflict in the Ferghana Valley by promoting the integration of Kyrgyz, Tajik, Uzbek and Russian ethnic groups at the primary school level. This grant will implement multilingual education in kindergartens and primary schools in Kyrgyzstan and Tajikistan and develop local capacity for the further dissemination of multilingual education. By bringing together ethnic groups that otherwise would not interact, this project will improve interethnic communication and understanding in this volatile region. This project is co-funded by the Dutch Government and the U.S. Agency for International Development.

2.2 Improved Legal Systems

Fergana Valley Initiatives
The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.

Public Association, Ferghana Valley Lawyers without Borders
\$79,000.00

To decrease rights violations at border crossings. The grantee will open pairs of legal information centers on the borders of Uzbekistan, Tajikistan and Kyrgyzstan in the Ferghana Valley. By teaching traders and travelers their rights through consultations and information dissemination, and working with customs and border officials, the grantee should help citizens defend their rights and obey the laws of the three countries of the Ferghana Valley. This project is co-funded by the Government of Canada.

Moldova

1.3 Private Enterprise Development

UniAgroProtect

\$35,710.00

To support advocacy and supporting the interests of private agricultural producers. Under this project, a number of round table discussions will be organized with private entrepreneur and central and local government official participation to draft and co-ordinate recommendations to modify current state policy in the agricultural sector. The results of discussions will be included in Policy Books, which will be presented to a general audience during press conferences. The program implementation will help to develop a permanent dialogue between private agricultural producers and central and local governments, and create a more favorable environment, including legislatively, for entrepreneurship development in the agricultural sector

2.1 Citizen Political/Economic Participation

Resource Center for Moldovan Human Rights NGOs (CReDO)

\$20,222.00

To encourage local non-governmental organizations to organize multiparty advocacy campaigns and other joint actions, and to improve their lobbying skills. The grantee will deliver 8 four-day training programs to a number of interested local organizations. Each program will consist of 2-day theoretical training and two-day practical exercises. The grantee will also provide on-going consultations and help to the organizations interested in developing their capacity to organize more effective advocacy campaign and to increase their influence and involvement in decision- and policy-making processes at the national and local levels. The project will result in increased impact from the activities undertaken by different civil society actors and help to build effective partnerships between multiple organizations in order to defend the interests of the groups they represent.

2.2 Improved Legal Systems

Agency for the Support of Juridical Education and the Law Authorities "Ex Lege"

\$36,471.00

To support more effective functioning of public institutions and improved performance of public officials. Under this project, a number of seminars will be organized for employees of central and local governments to explain their rights and responsibilities in relation to citizens and public institutions. The grantee will prepare and publish a Reference Book for public officials in the administrative court. In addition, a monitoring report will be issued on the observance of citizen rights and public officials in their relationship with central and local governmental institutions. The program will lead to a decrease in cases of abuse of power instances by public institutions and public officials.

Russia

1.3 Private Enterprise Development

Moscow Innovative Foundation

\$34,998.00

To support the development of small innovative enterprises (SMIE) by implementing a new mechanism for recruiting young qualified staff. The grantee will analyze staffing needs as well as potential product and service development of 100 small innovative companies. Thirty students from leading Moscow institutes will be selected for internships at SMIEs. Each student team will be responsible for developing a new innovative product in the framework of their diploma papers. The grantee will test and propose a new procedure for group thesis defense to the Ministry of Education. The project will help to improve the qualifications of young specialists and their potential for employment in small innovative businesses.

Konny Matros Public Organization

\$31,960.00

To create favourable conditions for the development of small-scale tourism businesses in the economically depressed Hanka Lake Reserve area by establishing a tourist information center. The project team will provide "Bed & Breakfast" trainings and consultations for the unemployed and interested local people to help them organize and promote their own home-hotel business. In addition, the center will serve as a venue for public discussions and regional conferences on tourism intended to attract local government and private resources for the development of the regional tourism industry.

2.1 Citizen Political/Economic Participation

SAMPO Republican Center of Social Assistance for Children and Families

\$33,804.00

To improve the quality of social services for families in the city of Petrozavodsk by increasing local awareness of the social services provided by state, municipal and non-profit organizations. The grantee will study both the demand for and variety of social services, collating the information on a database available to the general public via the internet. Detailed information about each social service program will be provided, including aid forms, community suggestions regarding the betterment of social services, and online consultations. The general public will be informed about the project activities and the new on-line resource through the local media and informational flyers. As a result of the project, a better system of cooperation between social service groups from government and third sector sources will be fostered and, it is hoped, serve as a model for cooperation from the federal level.

Center for Strategic Planning of Chuvash Republic

\$17,197.00

To improve the environment for corporate philanthropy in the Chuvash Republic. The Center for Strategic Planning will conduct two workshops to educate owners and top managers of local companies in philanthropy models and tendencies. The grantee will also run three round-tables for business representatives, governmental officials and NGOs in order to help improve society's perception of socially responsible companies. Three informational brochures will be published to spread the project results. The project will help to popularize socially responsible behavior among companies and raise the level of trust in the society.

Practice, Training Center for Regional Television Companies Specialists

\$16,375.18

To create positive public opinion towards youth and youth issues. The project will create of ten videos about gifted children of the Volga district, and air these videos on television channels in five regions of the Volga district. The grantee will conduct a 10-day training seminar for regional television specialists on how to create documentary films that comment on Russian social issues.

TV for the Hearing Impaired Non-Commercial Partnership

\$7,868.00

To improve quality of life of deaf people in Nizhegorodskaya oblast by providing them with access to analytical and informational program on local television. The project team will research the informational needs of deaf people in 7 cities and create 16 20-minute television programs to address these needs. The TV programs will be aired on local television stations.

Municipal Institution Kirovsky Interdepartmental Scientific and Practical Center for Social Pedagogy

\$6,556.00

To increase youth participation in social activity by involving youth in the creation and implementation of social projects. In the framework of the project young people from 12 regions of Russia will participate in the Interregional Youth Social Projects Fair. At the Fair, projects will be discussed and improved-upon for further implemented in the regions. Youth will receive training on how to implement social projects. The results of this project will be discussed at a final conference.

Young Naturalists Station, City of Chaikovsky, Perm Oblast

\$4,661.00

To support a project to help rehabilitate and socialize at-risk teen-agers and children with downe syndrome through horseback riding (hippotherapy). Project activities include a seminar for representatives of organizations working with at-risk children, creation and launch of a volunteer center and dissemination of the hippotherapy method.

TV Studio Bouzouluk Municipal Unitary Enterprise

\$7,540.00

To support the development of civil society through more objective and professional media coverage of socially important events in the Orenburg oblast. The project envisions advanced training for 4 TV company teams of the region, and creation, production and translation of 7 TV programs on social life in the Orenburg oblast.

Humanitaria Lyceum Izhevsk, Municipal Institution for General Education

\$6,557.00

To improve the municipal education strategy and personnel policy for civil servants in Izhevsk by initiating dialogue between education and business sectors and the local community. To achieve its goals, the project team will introduce a business simulation game to strengthen public involvement into the decision-making process, set up a support system (internet site, resource package, PR support) and develop draft strategies for the municipal education system and municipal personnel policy.

Mordovian Republic Youth Center GU

\$6,557.00

To support the project aimed to increase the access to the information for the youth in Republic of Mordovia through creation of an informational network. The project activity includes opening of 4 informational bureaus in the districts of Mordovian Republic, a training seminar for the personnel of the bureaus and launching informational exchange in the republic. As the result of the project a web-site of the network will be created and informational leaflets will be disseminated to the youth of the republic.

Nizhny Novgorod Regional Foundation for the Social Partnership of Power and Business

\$6,557.00

To support the creation of alternative mechanisms of social delivery in Nizhny Novgorod. The grantee will create a "Ded Moroz" (Santa Claus) service in the city, to be run by a newly established center for volunteers. Volunteers will receive childrens' letters to Ded Moroz, implement a fundraising campaign, hold special events for children and facilitate the delivery of social assistance to families in need.

Arzamas Secondary School # 13

\$3,278.00

To develop a model for rehabilitation, adaptation and socialization for teenagers with substance-abuse problems. A support group for former drug-addicts will be formed, providing a series of lectures and consultations for them and their parents. The experience received in the framework of the project will be disseminated among other interested organizations of the Volga district.

Gymnasium No. 8 Chuvashia, Municipal Institution for General Education

\$3,278.00

To support a project aimed at helping to solve social problems of local youth by constructing an outside sports center and organizing regular sports events.

Tyulganskaya Secondary School #1

\$3,279.00

To involve youth in social activity by encouraging them to find solutions for social problems of their communities. During the project the students of two schools in the city of Tulgan will receive training in building social partnerships, and help to build an activities center for children.

Multidisciplinary Gymnasium No. 13 Penze, Municipal Institution for General Education

\$4,589.00

To involve Penza youth in social activity in the city by creating a youth union "Future Civilization". Project activities will include training for high-school students in economic disciplines, organizing a business-simulation game, and realization of social projects by high-school students

Editorial Board of Municipal Television and Broadcasting of Balezinsky Raiyon

\$14,752.00

To support ethnic tolerance and multicultural development among ethnic minorities living in the Republic of Udmurtia. Two television series will be created for airing on a local TV station. The series will highlight life in the villages and showcase the traditions and cultural differences of nationalities living in the republic. The program will be translated in several national languages.

DIALOGUE Educational Fund

\$32,022.00

To increase citizen trust and perception of socially responsible business. The Enlightening Fund Dialogue will produce 50 radiobroadcasts and air them on "Radio Russia" and "Voice of Russia". The grantee will facilitate a round table for experts, NGOs, state and business representatives to discuss barriers to the growth of corporate philanthropy. A book will be published and distributed among journalists in order to improve editorial policy towards philanthropists. Shifts and developments in corporate giving will be presented a final press conference. The project will contribute to more favorable environment for corporate philanthropy.

Federation for Internet Education**\$27,773.00**

To support civil society by promoting tolerance, open dialogue, and conflict resolution in internet communication. The grantee will develop a distance learning course on tolerance and train project participants on how to deliver the course and expand upon it for future education components. The grant will help to strengthen the educational and NGO communities and help them to better work on tolerance issues. An information support system (internet-sites, databases) will be created, and methods will be developed for facilitating open dialogue and conflict resolution via the internet. The project will help develop social patterns and tolerance norms in internet-communication that will contribute to the prevention of societal aggression and hatred.

Moscow High School for Social and Economic Sciences**\$12,500.00**

The project aims to help universities become networking centers of the regional community. The project team training programs for the project participants in strategic planning, fund-raising and university's corporate ethics. These programs will be presented during a seminar held for regional teams (participants in the regional universities as local community centers project). The seminar will be held in cooperation with the Center of Strategic Research of the Volga District. Working with experts, project participants will determine priorities for each of their own regional projects and prepare joint training programs for the next year. Two months after the seminar experts will visit project participants for consultations and monitoring of their regional projects.

Bibliophiles, Information and Cultural Center**\$15,800.00**

To introduce the concept of socially active education in a small town in order to help the local community better address and solve its problems. Outside trainers will share the best Russian practices with community leaders, selected schools administrators, and teachers of the Nikolaevsk area, and will also train permanent teams of volunteer trainers. These volunteer trainers will conduct seminars at schools throughout the region and assist the schools in developing plans to solve their key problems and implementing pilot community action projects.

Akuna Matata, Youth Public Organization**\$28,588.00**

To introduce and expand the concept of community based education in the Buryat Republic. The success of the socially active schools in Siberia will be extended to teachers, administrators, and parents in nine selected secondary schools in and around Ulan-Ude. This project will not only include formal trainings and instruction for these groups, but the testing of a model intended to attract more local resources for the implementation of a healthy lifestyle program. Results of this pilot program will be presented and discussed at a regional conference.

Economics Education and Research Consortium - Russia / EERC**\$350,000.00**

To institutionalize the research methodology and culture inherent in the EERC-Russia/CIS network model by creating partnerships with selected institutions (research centers, universities) and generating a plan to provide them with capacity-building technical assistance over the next several years. This one-year grant will also assist in the transfer of EERC-Russia/CIS from EERC, Inc. to an institutional home in Russia, strengthen the network's financial and administrative systems and launch its transformation into a 'think-net.'

Mari State University**\$15,730.68**

To contribute to community development by facilitating the social readjustment of orphans and children with limited abilities. The grantee will provide the clients with professional training sessions in computer literacy in order to help them build careers. The grantee will also interact with the orphanage and specialized school directors to share best practices and increase the use of information technologies in education.

Focus - Media, Fund for Social Development and Health Protection

\$34,166.00

One of the main problems facing Russian NGOs is lack of fundraising experience and resulting financial instability. NGOs in the Komi republic have limited access to Western assistance and do not participate in training programs in other regions. The project aims to improve financial sustainability of Komi NGOs by providing training in fundraising techniques. Project activities include two training sessions for 25 Komi NGOs, assistance in developing fundraising campaigns and publication of a manual on fundraising techniques. As a result of the project, Komi NGOs will successfully fundraise in the amount of at least \$35,000.

Togliatti Fund

\$35,014.00

To promote ethics and trustees as key building blocks for the development of civil society and corporate philanthropy. The Tolyatty fund will help local business and 15 Russian community foundations to increase their practical ability to build efficient and effective boards of trustees. The grantee will conduct two workshops in Saratov and Obninsk for the foundations' acting directors and representatives of business communities who already act or may become members of trustee boards. After that the participants will make two site-visits to community foundations in Altaysky Kraiy and Rostov-on-Don where they will be able to participate in the meetings of local boards of trustees. Business representatives from different regions will have an opportunity to exchange experience and practices in philanthropy and develop more strategic behavior for their companies. The project is expected to help ensure business involvement into philanthropic activities as well as the financial viability of the community foundations

Association for Managers, Inter-regional Public Organization

\$32,067.00

To increase the effectiveness of corporate charitable programs and giving. The Association of Managers, a leading business association, will develop the Russian Index of Corporate Responsibility (RICR), a new analytical tool that will help managers of corporate social programs to evaluate the socio-economic effect of corporate programs. Experts and business representatives will discuss a draft of the RICR, recommending the necessary revisions to the program. Two workshops, a conference, and various PR events will be held in order to gain recognition from business leaders and the public at large. In the future, it is hoped that the RICR will become an effective and unique standard by which to judge the social programs of Russian companies and to direct their approach to such programs

International PR Executives Club

\$22,466.00

To increase the effectiveness of corporate charity programs by improving the professional skills of public relations managers. The International Club of PR-managers will conduct a workshop on PR-strategies and methods in order to highlight business involvement in solving social problems through corporate giving. The grantee will also facilitate 3 round-tables and public hearings for PR-managers, representatives of NGOs and local administration to increase mutual understanding of various barriers to charitable giving. To increase the number of the project beneficiaries, the grantee will publish 4 newsletters and post specialized articles on its website.

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

GARANT, Center for the Support of Non-Profit Organizations of Nenets Autonomous Okrug
\$43,838.00

To increase effectiveness of non-profit organizations in Nenets Autonomous Okrug, the region of reindeer husbandry, and make a provision for further sustainable development of the non-profit sector. Assisted by longtime EF-grantee, the Arkhangelsk NGO support Center "GARANT", the project team will organize and launch the first NGO support center in the Okrug, providing technical, informational and legal assistance to non-profit organizations and initiative groups working on community issues. Nenets NGO leaders will receive professional management, finance, and fundraising training matters. The project will increase sustainability of the NGO sector, and Nenets' non-profit organizations will be able to more effectively serve their clients and communities.

Educational Center, Invite
\$26,541.00

The project aims to create conditions that will encourage Russia's youth to become active in social and political life and participate in the decision-making process on school management issues and local community development. The grantee will conduct training for teachers and students on stimulating youth social and political activism, hold a competition for student-designed social and political projects, and establish a volunteer center at the Invite education center. The top student projects will be selected and implemented. If successful, this project will help initiate the youth leader movement and serve as a model to be implemented in other Arkhangelsk Oblast cities.

2.3 More Accountable Local Government

OST-EURO - MUNICIPAL
\$27,273.00

To improve effectiveness and accountability of local self-governments and to support private enterprise development in Russia through developing criteria and conditions of self-governments' direct involvement in economic activities. Sometimes local self-governments set up and subsidize municipal enterprises to produce bread and milk, sell medicine and etc. Practically every municipality runs enterprises that produce housing and utilities goods and services. The grantee will develop recommendations on improving the legislation on self-government regarding economic activities; organize discussions in the Russian legislative bodies with broad participation of legislators, federal ministries, regional and local governments and test the recommendations in a pilot region. The results of the project will be presented at a final conference and distributed in a brochure among local self-governments.

Alliance, Non-Profit Organization - City of Zarechny
\$2,928.00

To increase effectiveness and accountability of local authorities in Zarechnyi, the nuclear energy center of Sverdlovsk oblast. Using a role-play training module, participants will test a new model of city management, incorporating public opinion into the project. As a result, the city charter will be amended with provision on hiring procedures for city manager, a the city manager's functions will be publicly discussed among representatives of the local community and the city administration. A methodological project manual will be developed and given to oblast governments and municipal administrations interested in adopting the new model to reform their system of local government.

Legal Information Center for Aircraft Industry Employees**\$48,157.00**

To institutionalize the structure and function of territorial self-governing organs (TOS) in the Russian Far East (RFE). The project is aimed at improving the professional skills and interactions between NGO leaders and municipal and government officials involved in TOS activities. TOS experts from Moscow will develop a curriculum and organize an intensive schooling program for Eurasia Foundation grantees, representatives of regional TOS and local administrations. The goal will be to consolidate the efforts of these groups in building local self-governance in the RFE regions.

Center for Legal Support of Local Self-Government**\$21,380.00**

To help develop municipal legislation in accordance with the new federal law on local self-governance in the Russian Federation. An expert team will analyze current federal legislation (more than 200 legal acts) regulating municipal activities, compile a comprehensive list of all issues regulated by a municipality and develop normative legal acts that can be used as a model by any municipal entity. During the last stage of the project, the methodological recommendations developed by the expert team will be widely distributed among municipal and regional authorities. The project will contribute to institutional reforms in the local government and maximize the effectiveness of the new law.

Development Agency of the Tomsk Region**\$6,451.00**

To enhance the professional monitoring and evaluation capacity of public administrators, local experts and community representatives. The project team will train 150 local and regional authorities in Tomsk and western Siberia on the role of evaluation and its potential for social and economical development of the regions. Working with leading Russian experts, the project team will prepare a group of local experts to be integrated into the evaluation activities of government programs and policies on the local and regional level. Lessons learned and practical methods developed during the course of the project will be analyzed, compiled and published for dissemination across the region. The project will increase the effectiveness of social and economic development programs in Western Siberia and build a community of local professional evaluators.

Tajikistan

1.3 Private Enterprise Development

Parallax, NGO

\$16,654.00

To support the rule of law for businesses in a region bordering Afghanistan. The grantee will attempt to raise the legal literacy of businesses and government officials through trainings and consultations, and will conduct an information campaign to encourage adherence to the law. The grantee will then evaluate whether there has been a decrease in abuses by government officials.

2.1 Citizen Political/Economic Participation

Mavzuna-2001, NGO

\$11,523.00

To create a base for the development of civil society and small businesses in a war-torn region. The grantee will open a resource center to provide trainings for entrepreneurs, citizens groups and businesses, representing the most advanced local initiative in this remote region. It will also publish a general circulation newsletter, to help make up for the absence of print media. This effort could serve as a fulcrum for the region's transition from humanitarian assistance to economic and civil development.

The Russian-Tajik (Slavic) University

\$21,539.00

To raise the quality of independent media in Tajikistan, which suffers today from a severe lack of professionalism. The grantee will establish Tajikistan's first sustainable print journalism training center. During the grant, sixty reporters will receive training, based on curriculum from Altai State University in Russia. Following this pilot class, the center will provide training to newspapers on a paid basis.

Bay Area Council for Jewish Rescue & Renewal

\$74,238.00

To promote a climate of inter-ethnic, inter-religion trust and tolerance along the Afghan border and other regions of Tajikistan. This grant will build on an earlier Climate of Trust program in Tatarstan, introducing school, police, judicial and other officials to anti-extremism, hate crime response and tolerance building methodologies. The grantee will coordinate additional training exchanges between San Francisco police and judicial communities and counterparts in Tajikistan, as well as on-site training in three regions of Tajikistan. This program will expand an existing network of social change advocates and strengthen the trainees' ability to affect pro-tolerance public policy.

Fergana Valley Initiatives

The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.

CIMERA**\$157,732.00**

To prevent conflict in the Ferghana Valley by promoting the integration of Kyrgyz, Tajik, Uzbek and Russian ethnic groups at the primary school level. This grant will implement multilingual education in kindergartens and primary schools in Kyrgyzstan and Tajikistan and develop local capacity for the further dissemination of multilingual education. By bringing together ethnic groups that otherwise would not interact, this project will improve interethnic communication and understanding in this volatile region. This project is co-funded by the Dutch Government and the U.S. Agency for International Development.

Ukraine

1.3 Private Enterprise Development

Heifer Project International –Ukraine Charitable Foundation

\$27,415.00

To support accelerated private enterprise development in rural areas. In the context of micro and small business development in agro-tourism, the grantee will conduct seminars and provide consultations in two pilot areas on community development, improvement of animal husbandry, development of horseback riding for agro- tourism entrepreneurs, marketing, and ecological management. The project will develop and launch new riding trail routes and institute a public information campaign through a new tourist brochure entitled "On Horseback to the Carpathians." The grantee will present project results, findings, and recommendations at its "Sustainable Development of Rural Communities in the Ukrainian Carpathians" conference. The project will promote diversification of agro-entrepreneurship, creating additional income opportunities in rural areas and improving the quality of the products developed.

2.1 Citizen Political/Economic Participation

Kindness Charitable Foundation

\$49,882.00

An institutional development grant to support the emergence of community-based charity and philanthropy by developing local expertise in the organization of boards and promotion of volunteerism for local NGOs. The Charity Serving as Community Development Leader project will, within 18-months, train the foundation's personnel, create mechanisms for the formation and functioning of charity boards and attracting talented people to the non-profit sector. The activities will be supported by broad public information campaign. The project will help local charitable organizations to gain more public trust which, in turn, will increase donations and the amount of local resources attracted to implement municipal social programs and projects.

Economics Education and Research Consortium

\$750,000.00

To indigenize the MA in Economics at the National University "Kyiv-Mohyla Academy" (NaUKMA). This three-year institutional development grant will support the Economics Education and Research Consortium's (EERC's) efforts to attract and train Ukrainian faculty, integrate the administration of the program, and strengthen its efforts to generate domestic sources of revenues (both through donor contributions and tuition). The goal of this grant is to groom NaUKMA to assume administrative and financial responsibility for the program by 2006.

Ukraine AmCham Helping Hands

A corporate matching grant program established by the American Chamber of Commerce in Ukraine and the Eurasia Foundation to provide funds to local organizations that address issues facing the Ukrainian population, such as HIV/AIDS awareness and prevention.

Molodoy Invalid Charitable Foundation

\$4,774.00

To increase employment opportunities for the disabled by improving the capacities of an existing specialized job center for the disabled. The grantee will establish a broad program to help define the professional skills of disabled applicants, provide training follow-up, and represent the interests of the job center's disabled clients to potential employers. These project activities will help to raise the level of social rehabilitation of the disabled in the region, decrease unemployment among the target group,

and increase awareness about the contribution disabled people can make to the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative, which targets the development of effective local civic and philanthropic organizations.

Social Partnership Agency Donetsk Youth NGO

\$4,730.00

To increase employment opportunities for the disabled through creation of a specialized job center. The grantee will establish a broad program that will help to define the professional skills of disabled applicants, provide training follow-up and represent the interests of the job center's disabled clients to potential employers. These project activities will help to raise the level of social rehabilitation of the disabled in the region, decrease un-employment among the target group and increase awareness of the contribution that the disabled can make to the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations

Hortytsia Rehabilitation Center

\$5,000.00

To increase employment opportunities for the disabled through increasing capacities of rehabilitation center for the disabled. The grantee will establish a broad program that will help to define the professional skills of disabled applicants, provide training follow-up and represent the interests of the job center's disabled clients to potential employers. These project activities will help to raise the level of social rehabilitation of the disabled in the region, decrease un-employment among the target group and increase awareness of the contribution that the disabled can make to the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations.

2.3 More Accountable Local Government

Volyn Regional Foundation for Investment and Development

\$15,712.00

To increase community participation in social and economic decision-making in the Lutsk, Vladymyr-Volynsky, Kovel, and Shatsky regions through the establishment of four community development groups. These groups will work together in order to design models to efficiently address regional problems. The project will provide regions with consulting services, a training series for local community leaders and volunteers, and a series of informational materials. Project activities will help enhance effective public oversight of local government in four rayons of Volyn oblast.

Association for Economic Development of Kharkiv Oblast Communities

\$23,569.00

To develop a system of information sharing and exchange between organizations involved in local economic development. The grantee will develop an Internet site containing information on the most successful models of local economic development that were implemented in various regions of Ukraine, and the most interesting achievements in this area. Using Internet-technologies, regular discussions will be organized on key issues facing Local Economic Development agencies. The Web-site presentations will take place in different regions. The implementation of this project will lead to creation of new economic development agencies in different regions, implementation of innovative local economic development models and accelerate regional economic development.

Uzbekistan

1.3 Private Enterprise Development

Sakhovatli Tayanch Center

\$12,070.00

To support the ongoing transition to private agriculture. The grantee will provide trainings and consultations on farm-business basics, and will work with farmers to form credit unions in four rural regions. With this project, private farmers will be put on a more sustainable footing, with the ability to provide their own financing.

Bukhara Province Association of Entrepreneurs

\$26,850.00

To promote leasing as a financing tool for rural businesses. The grantee will establish itself as a regional non-profit representative of Tashkent-based leasing companies. Leasing will provide capital investments crucial for farm and small business growth in the Bukhara region. The International Financial Corporation will provide technical assistance to the grantee.

2.2 Improved Legal Systems

Tashkent Business Club, NGO

\$13,472.00

To help protect private property. Small entrepreneurs face confiscation of goods, the inability to withdraw their own cash from banks and a range of other problems related to often-changing legislation. The grantee will consult with small businesses and develop recommendations to increase the legal guarantees of citizens to use and access their own capital. The grantee will present these recommendations to the government and advocate for fairer treatment of small businesses.

Non-Profit Center for Legal Research and Consultations

\$25,054.00

To promote the fair treatment of labor migrants, who contribute significantly to the economic welfare of a broad segment of the country's population. The grantee will develop legislation to promote labor migration and give consultations to potential migrants. This should help decrease the incidence of rights abuses of these migrants, at home and abroad.

2.3 More Accountable Local Government

Bukhara Oblast Housing Authority Training Center

\$34,791.00

To increase the involvement of homeowners in managing communal property. The grantee will set up a consulting center and provide a series of trainings and seminars to help homeowner associations improve service delivery. As a result, homeowners should begin to play a more active role in their associations and should see the provision of utilities and property management improve.

Manager, Training and Re-training School for Management
\$32,495.00

To improve the ability of current and future civil servants to incorporate economic considerations into their work. The grantee will develop a curriculum for a course on social economics and present it to two pilot groups of students and civil servants. The course will then be incorporated into the academic program.

Appendix E

Non-U.S. Government and Co-funded Grants by Country and Strategic Objective *(includes descriptions of competitions and special programs)*

Georgia

2.1 Citizen Political/Economic Participation

Sociological Research Center Union

\$62,236.00

To ensure fair coverage of the 2003 parliamentary elections in Georgia as well as to increase public trust in the election process by conducting a nation-wide, public opinion poll and a nation-wide, election day exit poll survey. The results of the polls will be regularly and timely broadcast on Rustavi 2, an independent TV station. The project involves the cooperation of several Georgian and international organizations. An expert from the Global Strategy Group, an international polling firm, will provide training on international standards and methods for conducting exit polls. The participation of this respected international partner in the project will increase public trust in the exit poll results and facilitate public discussion on the election process itself. Additionally, the project will contribute to the development of local capacity to conduct impartial and quality research on election processes. The project is a result of cooperation by the Center for Sociological Research (CSR), the Global Strategy Group (GSG), the Institute of Polling and Marketing – Georgia (IPM), the Business Consulting Group (BCG) and Rustavi 2 TV station and is financed by the Eurasia Foundation (USAID), the Open Society – Georgia Foundation and the British Council.

ALPE, Association for Legal and Public Education

\$14,580.00

To ensure a high voter turnout for the January 4, 2004 Georgia presidential election through the production of specially designed public service announcements (PSA) and their broadcast by four leading national TV companies. The project will contribute to the building of trust in the election process and encourage people, especially youth, to be actively involved in the pre-election and election processes. The project is co-funded by the Swiss Agency for Development and Cooperation (SDC) and will be implemented with the cooperation of the Georgian Central Election Commission, and the TV companies Rustavi 2, Mze, Channel 1 and Imedi. This project is co-funded by the Swiss Agency for Development and Co-operation, OSI Georgia and USAID.

Kazakhstan

1.3 Private Enterprise Development

Almaty Bank Training Center

\$30,058.00

To increase the effectiveness of microfinance programs in Kazakhstan by introducing self-evaluation methodologies. The grantee will provide evaluation training for 100 local microfinance practitioners and produce assessments of 20 local microfinance institutions. This project was co-funded by the Organization for Security and Cooperation in Europe (OSCE), and will identify and disseminate local best practices.

2.1 Citizen Political/Economic Participation

Al-Farabi Kazakh National University

\$16,470.00

To increase the quality of economics education and research in Kazakhstan. Senior level economics professors from Moscow-based New Economic School will provide cutting edge training in econometrics, statistical analysis and mathematical modeling to select members of Kazakhstani economics faculties, who will in turn train 125 economics professors from across the country. This project was co-funded by Exxon Mobil Kazakhstan, and will provide a basis for improved economics research and policy analysis.

Kazakhstan Press Club Informational Center, NGO

\$34,420.00

To increase the financial self-sufficiency of regional independent print media. The grantee will train newspaper executives in business administration, marketing and financial management. This grant, co-funded by the British Government, is part of a larger business development program focusing on both Kazakh and Russian language newspapers in southern and western Kazakhstan.

Paths to the Deinstitutionalization of Orphans: the Current Situation, a Comparative Analysis
In order to identify possible solutions to problems of orphans in Kazakhstan, a competition to conduct a research was announced. The main goal of the research is to analyze alternative solutions to problems of orphans in Kazakhstan. As a result of the research, all forms of guardianship approved by Kazakhstani law will be analyzed. Recommendations will be given on economic and social effectiveness of one or another guardianship forms and on moral evaluation of these forms. Public organizations that work with orphans and international organizations may use the results of the research to coordinate their programs and to develop recommendations on indicators of state programs aimed at contraction of orphan phenomenon on the basis of the research.

Sange Research Center

\$15,000.00

To serve the improvement of the lives of orphans in Kazakhstan. The grantee will conduct an investigative study on the economic viability of various methods of orphan care, and will also identify barriers to the development of alternative means of orphan care. The results of the research will be presented to a national task force for the deinstitutionalization of orphans under the Ministry of Scholarship and Education, with the aim that it will use them to implement positive change more effectively. Co-funding for this grant was provided by Philip Morris Kazakhstan.

Kyrgyzstan

2.1 Citizen Political/Economic Participation

Fergana Valley Initiative

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CIMERA

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To prevent conflict in the Ferghana Valley by promoting the integration of Kyrgyz, Tajik, Uzbek and Russian ethnic groups at the primary school level. This grant will implement multilingual education in kindergartens and primary schools in Kyrgyzstan and Tajikistan and develop local capacity for the further dissemination of multilingual education. By bringing together ethnic groups that otherwise would not interact, this project will improve interethnic communication and understanding in this volatile region. This project is co-funded by the Dutch Government.

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Fergana Valley Initiative

The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.

Ferghana Valley Lawyers without Borders, Public Association

\$79,000.00

To decrease rights violations at border crossings. The grantee will open pairs of legal information centers on the borders of Uzbekistan, Tajikistan and Kyrgyzstan in the Ferghana Valley. By teaching traders and travelers their rights through consultations and information dissemination, and working with customs and border officials, the grantee should help citizens defend their rights and obey the laws of the three countries of the Ferghana Valley. This project is co-funded by the Government of Canada.

Russia

1.3 Private Enterprise Development

Nefteyugansk Business Development Center - NCRB

\$47,135.00

This project is to enhance development of small business in the Neftejugansk region by improving the local SME support infrastructure. A Business Development Center will receive start-up funding and begin operating in the town of Neftejugansk. Leading SME support institutions (specifically, the National Cooperation of Business Incubators) will provide the grantee with expert methods and advice on how to bolster SME support infrastructure. The Center will add a business library collection, and develop a business law software package. The project's activities and success will be covered in local and regional media. Building on the project, the grantee will expand its services to include a business incubator for SME-service companies. This project was co-funded by Open Russian.

Bodo Regional University

\$12,689.00

To continue support for the creation and development of an executive MBA program at the Archangelsk State Technical University (ASTU) through a five-year partnership with Bodo Regional University (Norway). This project, which is co-funded by the Barents Secretariat, the Norwegian Ministry of Foreign Affairs, and significant in-kind contributions from ASTU and USAID, will establish a core curriculum, improve faculty qualifications, develop a visiting and part-time lecturer program, and enhance the research capacity of the business faculty at ASTU.

2.1 Citizen Political/Economic Participation

Mari State University

\$15,730.68

To contribute to community development by facilitating the social readjustment of orphans and children with limited abilities. The grantee will provide the clients with professional training sessions in computer literacy in order to help them build careers. The grantee will also interact with the orphanage and specialized school directors to share best practices and increase the use of information technologies in education. This project was co-funded by the Volga Regional Administration.

White Sea Council

\$2,993.00

To work out a joint strategy of inter-regional cooperation in North-West Russia by bringing together those with a stake in the development of the White Sea region. The conference will bring together regional government authorities, community leaders, experts, and representatives of business communities and municipal administrations. Project participants will analyze the existing nature of inter-regional cooperation in North-West Russia, share different approaches to strategic planning in the region, discuss models of cooperation on both inter-municipal and inter-regional levels, and outline their own visions for possible involvement in future projects. Additionally, the conferees will receive information about the current donor programs underway in the region and will be trained in proposal writing. As a result of the project, stakeholders will be better able to collaborate with each other to create a shared and effective vision for future projects in the social and economic development of the White Sea region. This project was co-funded by the Barents Secretariat, the Norwegian Ministry of Foreign Affairs.

SAMPO Republican Center of Social Assistance for Children and Families

\$33,804.00

To improve the quality of social services for families in the city of Petrozavodsk by increasing local awareness of the social services provided by state, municipal and non-profit organizations. The grantee will study both the demand for and variety of social services, collating the information on a database available to the general public via the internet. Detailed information about each social service program will be provided, including aid forms, community suggestions regarding the betterment of social services, and online consultations. The general public will be informed about the project activities and the new on-line resource through the local media and informational flyers. As a result of the project, a better system of cooperation between social service groups from government and third sector sources will be fostered and, it is hoped, serve as a model for cooperation from the federal level. This project was co-funded by the Barents Secretariat, the Norwegian Ministry of Foreign Affairs.

Practice and Training Center for Regional Television Companies Specialists

\$16,375.18

To create positive public opinion towards youth and youth issues. The project will create of ten videos about gifted children of the Volga district, and air these videos on television channels in five regions of the Volga district. The grantee will conduct a 10-day training seminar for regional television specialists on how to create documentary films that comment on Russian social issues. This project was co-funded by the Volga Regional Administration.

Samara Youth Union

\$5,017.00

To further promote the development of socially-active schools in the region. The grantee will train administrators, teachers, parents and children on how to become socially-active. The initiative groups will define pressing social problems and design and implement projects to deal with them. The grantee will provide consultations to the schools; help them to create school charitable foundations; and will share the project results and successes with other schools and NGOs through a bulletin, a web-site and at a final conference. This project was co-funded by the Volga Regional Administration.

Samara City Association for Health and Family Planning

\$3,279.00

To support a project aimed to decrease alcoholism and substance-abuse through dissemination of preventive work models developed by the Samara Association "Family" among similar organizations of the Volga district. The project activity includes a five day seminar for representatives of 40 Samara region and Volga district organizations and further consultations and experience exchange. This project was co-funded by the Volga Regional Administration.

UOO Youth Initiative - Ulyanovsk

\$7,038.00

To support the project aimed to raise professionalism of young journalists and mass media workers through creation of a professional training center where they will be able to practice their newly required professional skills. The project activity includes a series of seminars on professional aspects of mass media work and mass media management, creation of a special library with professional editions and opening of an informational agency. This project was co-funded by the Volga Regional Administration.

GUK Saratov Puppet-Theatre Teremok

\$4,917.00

To involve Saratov oblast youth in discussion of national and regional politics by creating and airing a regular humor TV program on the Saratov GTRK channel. This project was co-funded by the Volga Regional Administration.

Medvedevo Regional Branch of the Mari-El Republic Organization of the All-Russia Society of the Disabled
\$7,199.00

To support civil society development by engaging young invalids in solving local community problems. The project will create a support group for young invalids in the villages of Mary El, conduct round tables with local administrations to discuss social problems, and hold a series of special events in partnership with organizations from neighboring regions. This project was co-funded by the Volga Regional Administration.

Samara Regional Institute for Raising the Level of Skills and Retraining of Employees in the Field of Community Needs
\$3,278.00

To further the development of socially-active schools in the region. The grantee will train administrators, teachers, parents and children of the most promising schools on how to become socially-active. Together, the schools and their communities will define pressing social problems and ways to deal with them. The schools will try to attract resources and volunteers to help them address community needs. The grantee will provide consultations to the schools, and will share the project results and successes with other schools and NGOs through a bulletin, brochure and at a final conference. This project was co-funded by the Volga Regional Administration.

Mari El Teacher Public Organization
\$14,752.00

To further tolerance and multicultural diversity efforts in the national educational system. The project will develop bi-lingual educational programs for schools, and disseminate these programs for implementation in the Volga district, a region known for its ethnic diversity. This project was co-funded by the Volga Regional Administration.

Russian Children Fund, Penza Branch
\$4,917.00

To further promote the development of socially-active schools in the region. The grantee will train administrators, teachers, parents and children of most promising schools on how to become socially-active. Together, the schools and their communities will define pressing social problems and ways to deal with them. The schools will try to attract resources and volunteers to help them address community needs. The grantee will provide consultations to the schools; help them to create school charitable foundations; and will share the project results and successes with other schools and NGOs through a bulletin, brochure and at a final conference. This project was co-funded by the Volga Regional Administration.

The Union for Parental Community
\$4,918.00

To support social partnership between schools of Orenburg and the local community by training initiative groups of seven local schools. Initiative groups, to include teachers, parents and representatives of local community, will be trained in legal educational issues, methods of working with volunteers, and fundraising basics. As a result of the project each group will form a team of volunteers at their schools and begin working on its own social projects. This project was co-funded by the Volga Regional Administration.

Business - Incubator Plus
\$8,196.00

To support the development of youth policy in the Volga region through new methods of economic, legal and business education for teenagers. In the framework of the project a summer camp for teenagers from the Volga region will be organized, and teens will be taught the basics of government - business -society relations. New methods of economic, political, legal and business education will be developed and disseminated among teachers in the Volga region. This project was co-funded by the Volga Regional Administration.

The Union for Children's and Teenager's Associations of Yoshkar-Ola City, Public Association
\$8,196.00

To involve youth of the Volga region in the creation and implementation of social projects. Regional competitions for social projects will be conducted in 7 districts of the Volga region, and no less than 100 projects will be chosen for implementation. The results of these social projects will be discussed at the 12th annual Finno-Ugor summer camp in Yoshkar Ola. This project was co-funded by the Volga Regional Administration.

Nizhny Novgorod Regional Foundation for Social Partnership of Power and Business
\$6,557.00

To support the creation of alternative mechanisms of social delivery in Nizhny Novgorod. The grantee will create a "Ded Moroz" (Santa Claus) service in the city, to be run by a newly established center for volunteers. Volunteers will receive children's letters to Ded Moroz, implement a fundraising campaign, hold special events for children and facilitate the delivery of social assistance to families in need. This project was co-funded by the Volga Regional Administration.

Public Organization for the Disabled Charity Foundation "the Teenager"
\$5,901.00

To increase participation of Samara youth in social activity by involving teenagers in projects at a local orphanage and at a medical rehabilitation center. In the framework of the project teenagers from disadvantaged families will collect and process medical herbs for the orphanage and medical center. This project was co-funded by the Volga Regional Administration.

Non-Commercial Trust Fund for the Development of a Secondary Municipal School No 30 in Nizhny Novg
\$6,556.00

To involve teen-agers in social activity by educating them on how to implement social projects. Project activities include training of trainers for high-school students, training for project groups formed in four schools of the Nizhegorodskaya oblast, development and realization of four social projects by project groups and attracting potential project sponsors. This project was co-funded by the Volga Regional Administration.

Istoki Mordovian Republican Child and Youth Public Movement
\$2,623.00

To involve Mordovian youth in social activity by organizing their participation in social projects during specially organized summer camps. Tutors for the camps will be selected and trained at the three seminars, programs will be realized in 23 camps of Mordovian Republic and a projects' competition between the camps will be conducted. This project was co-funded by the Volga Regional Administration.

Nizhny Novgorod Center for Economic Education
\$4,863.00

To provide youth in remote districts of Nizhegorodskaya oblast with access to quality economics education by creating an online economics course. During the project 300 high-school students will be trained in economic disciplines and participate in an internet competition. This project was co-funded by the Volga Regional Administration.

Nizhny Novgorod Oblast Correctional Boarding School for Poor Eyesight Children
\$3,279.00

To help integrate disabled children into society. The project will allow children with poor vision to participate in network projects by teaching them to work on the computer using special programs. The project also aims increase public tolerance of people with disabilities by organizing events that bring together disabled children and children from regular schools. This project was co-funded by the Volga Regional Administration.

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Invite Educational Center

\$26,541.00

The project aims to create conditions that will encourage Russia's youth to become active in social and political life and participate in the decision-making process on school management issues and local community development. The grantee will conduct training for teachers and students on stimulating youth social and political activism, hold a competition for student-designed social and political projects, and establish a volunteer center at the Invite education center. The top student projects will be selected and implemented. If successful, this project will help initiate the youth leader movement and serve as a model to be implemented in other Arkhangelsk Oblast cities.

Tajikistan

2.1 Citizen Political/Economic Participation

Bay Area Council for Jewish Rescue & Renewal

\$74,238.00

To promote a climate of inter-ethnic, inter-religion trust and tolerance along the Afghan border and other regions of Tajikistan. This grant will build on an earlier Climate of Trust program in Tatarstan, introducing school, police, judicial and other officials to anti-extremism, hate crime response and tolerance building methodologies. The grantee will coordinate additional training exchanges between San Francisco police and judicial communities and counterparts in Tajikistan, as well as on-site training in three regions of Tajikistan. This program will expand an existing network of social change advocates and strengthen the trainees' ability to affect pro-tolerance public policy. This project was co-funded by the Eurasian Cultural Fund.

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CIMERA

\$157,732.00

To prevent conflict in the Ferghana Valley by promoting the integration of Kyrgyz, Tajik, Uzbek and Russian ethnic groups at the primary school level. This grant will implement multilingual education in kindergartens and primary schools in Kyrgyzstan and Tajikistan and develop local capacity for the further dissemination of multilingual education. By bringing together ethnic groups that otherwise would not interact, this project will improve interethnic communication and understanding in this volatile region. This project is co-funded by the Dutch Government.

Uzbekistan

2.1 Citizen Political/Economic Participation

Public Advocacy Centers

This project will promote rule of law, improving the climate for business development and defense of civil rights. It will provide small businesses and citizens with high-quality legal representation, and use strategic litigation accompanied by publicity campaigns to raise the public's confidence in the legal system and impose normalcy on the judicial system.

Konun Advocate Firm

\$48,566.00

To increase public confidence in the courts. The grantee will help citizens and businesses bring civil litigation when their rights are violated. It will also publicize its experience in an attempt to set precedent for interpreting Uzbekistani laws. This pilot project, which could be expanded under the Public Advocacy Center initiative, was co-funded by the Dutch government.